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NEWS SUMMARY

GENERAL

Franjeh quits Beirut palace

Lebanese Left-wing and Muslim forces have declared a full-scale military offensive, prompting their Christian opponents to call a full mobilisation of their ranks. The country now appears to be heading for partition and an all-out civil war.

Heavy shelling has forced President Frangieh to leave his palace on the outskirts of Beirut and move to Jounieh, some 12 miles north of the capital and the last major town in Christian hands.

Syria, whose imposed settlement has collapsed, has been holding intensive talks with other Arab leaders in the past 48 hours and though direct intervention still seems unlikely, a major new initiative will be needed if Lebanon is to avoid fragmentation. *Back Page*

BUSINESS

Equities edge up but golds slip again

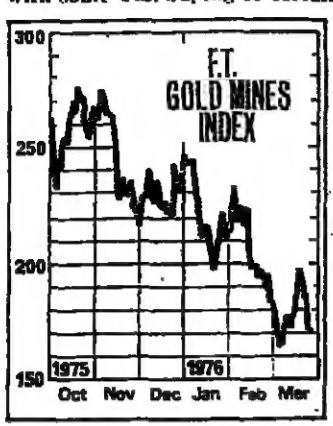
● **EQUITIES** failed to repeat earlier gains, but made slight headway on improved turnover. The FT 30-share index rose 0.3 in 406.3. Golds were mixed with some U.S. buying of certain issues, in spite of the fall in the bullion price. The Gold mines index slipped a further point to 170.6. It has now fallen more than 20 over the past week.

● **GILTS** rose for the fifth consecutive day. Gains of up to 1½ left the Government Securities index 0.15 higher at 62.32.

● **STERLING** lost 35 points to \$1.9235. Its trade-weighted depreciation widened to 33.7 (33.8) per cent. Dollar's fall also widened to 2.21 (2.13) per cent.

● **GOLD** slipped \$1 to \$133 in quiet trading.

● **WALL STREET** closed 7.98 lower at 1002.13 after meeting some profit-taking and investor caution.



Belfast to have security barrier

A security barrier is to be built around Belfast city centre. All roads and alleyways around the shopping centre will be blocked by 10 feet steel fences and elaborate security gates from next Monday. Two security men were injured yesterday when two bombs exploded in Belfast's Great Victoria Street.

South Africa to quit Angola

Mr. P. W. Botha, the South African Defence Minister, told the Cape Town Parliament that all South African troops would be withdrawn from Angola by tomorrow. The statement follows assurances from the Luanda Government over the security of projects near the Namibian border. *Back Page*

Lump men jailed

Three senior employees of J. Murphy and Sons, the building concern, were each jailed for three years and fined \$10,000 at the Old Bailey for plotting to cheat and defraud the Island Revenue in a case involving the "lump." The company, which was fined \$675,000, may appeal. *Page 25*

Monk enthroned

The Rt. Rev. Basil Hume, former abbot of Ampleforth, was crowned bishop and enthroned as Archbishop of Westminster before a congregation of over 3,000 in Westminster Cathedral.

Flu vaccine trials

Field trials of vaccine against the swine influenza virus, which is the same type that killed 20m people around the world in 1918-19, are to be run in the U.S. *Page 4*

Briefly...

Security guard, whom the man accused of murdering Shropshire heiress Lesley White is alleged to have shot, has died 14 months after the incident.

The Budget may be broadcast this year if MPs approve, Mr. Edward Short, Leader of the House, told the Commons.

Hornsey coroner's jury returned a manslaughter verdict against a Willesden, London, mechanic who repaired a car which was subsequently involved in a fatal accident.

Nigerian Commissioner for external affairs had the first top-level meeting with Mr. Callaghan last night since the British Ambassador to Lagos was recalled at Nigeria's request.

Dublin man living in Lavender Hill and an Irishwoman were remanded in custody at South-West London Court, charged with conspiracy to cause explosions.

Quaker boarding school at Great Ayrton, near Middlesbrough, has expelled eight sixth-formers for smoking cannabis.

GREENWELL Dry Dock on Westside closes to-night.

Mr. Eric Varley yesterday accepted a report advising closure. About 500 men lost their jobs. *Page 7*

LYONS plans to give full voting rights to holders of its "A" Ordinary shares, in conjunction with a rights issue to raise \$10.5m.

Back Page, Details Page 22 and Lex

LUCAS INDUSTRIES half-year pre-tax profits rose to \$21.04m.

(£13.06m.) and the directors expect the improvement to be maintained. *Page 23 and Lex*

PRUDENTIAL ASSURANCE profits rose to \$13.1m. (£12.1m.) last year.

The non-life underwriting loss was cut to \$2m. (£1.7m.). *Page 24 and Lex*

CHIEF PRICE CHANGES YESTERDAY

(Prices in pence unless otherwise indicated)

RISERS		FALLS	
Treasury Sec 1980	295 + 3	Rowntree Macintosh	203 + 12
Brit. Electronic	17 + 3	Sheaf Steam	81 + 9
Dundonian	40 + 5	Shine Darby	108 + 4
Poseco Manganese	196 + 5	BP	600 + 5
Furness Withy	214 + 5	Free State Geduld	1173 + 1
Gallenkamp (A.)	136 + 10	MDI	230 + 10
Hong Kong Land	127 + 4	Barclays Bank	290 - 6
Johnson-Richards, Tiles	252 + 7	Central Wagon	22 - 21
Kleemann	202 + 1	Lyons (J.) "A"	133 - 11
Leyland Paint	381 + 31	BP in Sardina	207 - 8
Liverpool Daily Post	108 + 6	Royal Worcester	118 - 8
Matthews (B.)	40 + 12	Tube Invs.	405 - 4
Norwest Holst	214 + 5	Warren (James)	42 - 12
Photopia	32 + 4	Wentburn Eng.	715 - 25
Pressac	38 + 3	Shell Transport	408 - 6
Prudential Assurance	140 + 6	Amal, Tin Nigeria	36 - 3
Readers Smith	71 + 1	Bolswana RSI	42 - 12
Reed Jaint	253 + 7	Cons. Murdochson	630 - 20
Rotork	137 + 8	Northgate	373 - 20
		Venterspost	215 - 25

Benn and Jenkins pull out • Crosland eliminated • Foot is top of the poll

Callaghan is stronger favourite after first vote

BY PHILIP RAWSTORNE

MR. JAMES CALLAGHAN, the Foreign Secretary, was runner-up in the first ballot for the Labour leadership last night. But his position strengthened as favourite to succeed Mr. Harold Wilson as Prime Minister.

Within 90 minutes of the vote being announced at a tense and crowded meeting of Labour MPs, two of the candidates declared that they would withdraw from the contest.

Mr. Anthony Wedgwood Benn, the Energy Secretary, told the meeting immediately that he was throwing his support behind Mr. Michael Foot, Employment Secretary, and the Cabinet's leading Left-winger, who headed the first poll by six votes.

But the jubilation of Mr. Foot's voters was quickly silenced as Mr. Roy Jenkins announced his withdrawal. A statement said: "No facts that the Parliamentary Labour Party and the nation would welcome an early decision as to who is to be the next Prime Minister."

With Mr. Anthony Crosland, Environment Secretary, eliminated after taking bottom place, heavy pressure was being exerted on Mr. Denis Healey, Chancellor of the Exchequer, to leave the ring for a straight fight between Mr. Callaghan and Mr. Foot.

But Mr. Healey declared: "I am going on to the second ballot."

Ballot papers for the next round, which ends on Tuesday, were being posted to Labour MPs last night—only three of whom failed to vote in the first ballot.

The critical factor now is the switching of the Centre-Right Minister who is acting as chairman on his campaign committee, claimed that the Employment Secretary was in a winning position. About half of Mr. Foot's votes had come from the centre and right of the party, he said.

Drawing parallels with Mr. Harold Wilson's election to the leadership in 1963, the Foot campaigner said that his appeal as a party unifier would put him further ahead on the second ballot. "There is enough evidence to show we can win," said Mr. Silkin.

Mr. Benn, not all of Mr. Benn's votes will be transferred to the Employment Secretary, who may also pick up a few more from Mr. Crosland.

Mr. Benn, after announcing his withdrawal, said that he had decided on his move before the ballot. "I am being for Mr. Foot," he said. His 57 votes, which took him into fourth place, had shown "substantial support" with the PLP for the policies that he had proclaimed, said Mr. Benn.

There was general delight among Left-wingers that he had finished above Mr. Healey.

Mr. Crosland, whose campaign never appeared likely to gather any momentum, said: "I am disappointed, naturally, but I am glad to have stood."

Politics To-day, Page 21

THE VOTING

MICHAEL FOOT	90
JAMES CALLAGHAN	84
ROY JENKINS	56
ANTHONY WEDGWOOD	37
BENN	57
DENIS HEALEY	30
ANTHONY CROSLAND	17

But few MPs thought the Chancellor could attract enough votes to overcome Mr. Callaghan's initial advantage.

The Foreign Secretary was considered likely to capture enough votes to ensure Mr. Healey's elimination next Tuesday and to go on to take the prize. He left the Commons meeting last night smiling and repeating "very good."

Mr. Foot's campaign supporters refused to concede eventual defeat, however.

Mr. John Silkin, the Cabinet



STILL IN THE RACE... Mr. Callaghan, Mr. Foot and Mr. Healey.

Healey still in with a faint chance

BY DAVID WATT

THE FIRST round in the fight for the Labour leadership has cleared the ground without altering the probable outcome. Mr. Callaghan remains the man with far the best chance of becoming the Prime Minister, but there is still a chance, though a faint one, for the alternative candidate of the Centre, Mr. Healey.

The result contains two significant surprises. Mr. Healey won a larger proportion of the votes of the Left than had been expected. He has put down a strong marker for the future and his prompt withdrawal from the race in order to help Mr. Foot will presumably erase any ill feeling created by his having spoiled Mr. Foot's grand total.

leader one day remain alive if Mr. Callaghan is elected, whereas if Mr. Healey wins they are virtually extinguished. On the other hand, a good many Jenkinsites evidently find what they regard as the Foreign Secretary's mediocrity as even more distasteful than Mr. Healey's abrasiveness.

Even more crucial to Mr. Healey, however, will be the votes of the Left. The Chancellor's managers will argue that Mr. Foot is unlikely to be able to increase the Left wing vote beyond the sum of his own and Mr. Benn's. If so, Mr. Callaghan must win in a straight contest with Mr. Foot and the only way to prevent this outcome would, therefore, be a tactical vote for Healey on the part of the Left.

Much worse

More sensationally Mr. Jenkins did much worse than expected. His hard-core support in the party has dwindled further than anyone had realised and he has quite rightly drawn the conclusion that he was now out of the race. Even if he had picked up the majority of Mr. Crosland's vote in the next ballot (which was unlikely), and the majority of Mr. Healey's in Round Three (equally implausible) he would still have been too far behind Mr. Callaghan to offer a credible alternative to the Foreign Secretary in the final race against Mr. Foot.

But does the Left or any substantial part of it regard Mr. Healey as a lesser evil than Mr. Callaghan? Some undoubtedly do, in spite of the Chancellor's outburst at the time of the "rank" vote, expenditure cuts two weeks ago. But it seems doubtful whether there will be enough members of this category. A lot of Left-wingers are more likely to succumb to the argument that a change of leadership will leave Mr. Foot, the second most powerful figure in Mr. Callaghan's Government—a more certain and more credible dividend than any offered by the Healey camp.

Handicap

The fact that the next ballot takes place next Tuesday is also, probably, a handicap for Mr. Healey. MPs now quit the baroque atmosphere of Westminster whether they can be easily got at for arm-twisting and where the wildest tactical schemes can be made to sound attractive. A weekend in the constituency may well lead to a return of support for the Foreign Secretary, who is the most popular candidate with the rank and file.

Leyland 'goes into loss' as strikes continue

BY TERRY DODSWORTH, MOTOR INDUSTRY CORRESPONDENT

FOUR STRIKES in British Leyland car plants remained deadlocked last night despite a blunt warning given to a meeting of 360 senior shop stewards that the corporation had been plunged into the red again because of production losses.

The fall in output is now becoming so serious that stresses are beginning to emerge between the International Group, which wants a greater allocation of cars for overseas markets, and the domestic sales division.

Booming markets in Europe have placed Leyland in a highly favourable position to set off on its bid to capture the 4 per cent of European sales mandated in the Ryder Report. But with Leyland's registrations slipping at home, there is also a great temptation to divert cars to the domestic market.

Production losses since the present round of strike and disputes began two-and-a-half weeks ago now amount to about 5,000 vehicles a week with a sales value of £12m.

Output has fallen from 18,000 cars a week to about 14,000. The figure the company was achieving at the beginning of the year, Mr. Derek Whittaker, managing director of Leyland Cars, told the stewards.

It is understood that the stewards accepted the main points made. One or two explained that considerable frustration was caused by the inflexibility of the pay policy and the anomalies it created when companies were trying to rationalise pay structures and find a common starting date, as in British Leyland.

But the stewards were left in no doubt about the serious view the management takes of the disputes. Until these strikes broke out the Car Group had got back to a steady week-by-week improvement in production, and the financial contribution this made to Leyland as a whole meant that the corporation was able to say it had broken even over a five-month period.

Now all this has been placed in jeopardy, coming at a particularly embarrassing time when the group is in the final process of formulating its ten-year plan. Because of similar disputes last year, the company imposed a ban on further capital spending until the end of this month.

In a forceful speech yesterday, Mr. Whittaker drove home the point that this ban would not be unfrozen until the company's market share in Britain had been pushed up again. He mentioned a figure approaching 40

per cent, which compares with about 28 per cent achieved in the early part of this month. Target production has been set at 22,000 vehicles a week by August.

All the strikes are by toolmakers from the Amalgamated Union of Engineering Workers who want parity with similar workers in other BL plants. While two have halted production of the Triumph Stag and TR6 sports car, and of Land-Rovers and Range-Rovers, the smallest of them is likely to be the most damaging.

This is by 32 toolmakers at the S.U. Carburetor subsidiary in Birmingham which not only supplies British Leyland's petrol engine requirements but also other producers here and overseas.

Unless this dispute, over delays in paying agreed rises because of the Government's pay policy, is settled by the middle of next week—and there is no sign of that—progressive lay-offs are likely to begin at Leyland car plants.

Another 400 toolmakers at eight Rover factories, including one in Cardiff, are seeking back pay under a national agreement of up to £2 a week from February 1975, for premium work like overtime.

New head for Thorn Electrical

BY CHRISTOPHER LORENZ, ELECTRONICS CORRESPONDENT

SIR JULES THORN yesterday brought years of speculation to an end by formally announcing his retirement from the chairmanship of Thorn Electrical Industries.

He is to retire following the annual general meeting on August 27. Mr. Richard G. Cave, chairman of Smiths Industries, has been appointed a director and will take over as chairman of Thorn on September 1. Sir Jules is 76, 20 years Mr. Cave's senior.

Sir Jules has accepted an invitation to become the company's first president. The AGM will be asked to amend the articles of association to make this possible. The post will not entitle him to a seat on the Board.

The company's statement specifically referred to Mr. Cave's executive duties underlining the intention for him to be a full-time executive chairman.

At one time Sir Jules' successor had been expected to be a part-time appointment, with the role of chief executive being given to Mr. Jack Strowger, who has been managing director since 1970 and is now aged 60.

Mr. Cave said last night that there was no question of Mr. Strowger leaving the company. Sir Jules commented that Mr. Strowger's job would not change, and that the two men "would get on well."

Asked whether there was any question of a link between Thorn and Smiths Industries, as part of Thorn's diversification into light engineering, Mr. Cave replied: "Absolutely not at all."

Sir Jules said that night he was leaving his ship "in good shape as you'll see from last year's figures" (which will be published shortly). "The middle management team is as good as any in the country," he said, laying particular stress on Thorn being "the only company in the world that's beaten Philips in lamps."

In a letter to all company employees, Sir Jules expressed regret and sadness at his decision. But he forecast that under Mr. Cave's future leadership "the company will be entering a period of further growth and expansion with particular emphasis on overseas development."

New directors for Thorn and *Men and Matters* Page 20

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OVERSEAS NEWS

Israeli envoy lodges objection to Scranton criticism

L. DANIEL TEL AVIV, March 25. **Mr. Scranton** referred to similar statements by two of his predecessors at the UN, Mr. Arthur Goldberg and Mr. Charles J. Foy, but these statements were made in 1969. Nor did he refer to the question of settlement, but only to that of Jerusalem.

It is pointed out here that it is not a question of Israel "annexing" East Jerusalem, but one of reunification, since it was after the talks but, according to informed sources, two key points were agreed. These were that there should be an intensification of the guerrilla war, and that efforts should continue to achieve unity between the various factions in the Rhodesian ANC.

In the absence of official details of the discussions and as is usual with these summits, there has been a complete official news blackout here—precisely what happened cannot be known. But it would appear that the Presidents were primarily concerned to co-ordinate their policies on Rhodesia in particular, and on Southern Africa in general.

The four men met without advisers on Wednesday afternoon but called in the leaders of the ANC factions—Bishop Muzorewa of the external wing and Mr. Joshua Nkomo, leader of the internal wing—for the evening session, which lasted until about 2.30 a.m.

Versions of what was discussed at that second session vary considerably, with Mr. Nkomo telling the Press as he left for Salisbury yesterday that unity between the factions had barely been discussed. Bishop Muzorewa appeared to say the opposite.

No formal agreement at the summit or a merger of the two factions. Mr. Nkomo, in extemporary remarks to the Press, said that he believed that the Rhodesian Government, with Britain in the chair, has not been ruled out. But none of the Presidents, nor any of the nationalists, believe that negotiation is possible for as long as Mr. Smith remains Prime Minister.

The four Presidents are thought to have agreed on their overall strategy on Rhodesia over the next few months. They are believed to have agreed that the failure of the Smith-Nkomo talks spells the opening of a new phase, during which pressures on the Smith regime should be intensified.

It is understood that they broadly welcomed the new British position, as stated by Mr. James Callaghan, particularly because it made clear that Britain accepts the need for rapid transfer to majority rule and that this now has a timetable fixed to it. The possible tightening of sanctions against Rhodesia, particularly the closure of the

The Lusaka summit on Rhodesia, reports Bridget Bloom, ended in a call to... Step up the war, reunite the ANC

Breakdown

As far as can be judged, what appears to have happened is that the Presidents spent a considerable time discussing with Mr. Nkomo the breakdown of his talks with Mr. Smith. This was followed by a discussion of future strategy, in which it is believed that all the participants agreed there should now be an intensification of the war.

It seems probable that in this context the question of the united front of the divided ANC factions was discussed, at least in relation to their joint backing of the guerrillas, who now owe allegiance to either faction but whose representatives were not present here.

President Nyerere, in particular, is known to be keen to attempt to unite the two factions and there is no reason to believe he does not have the backing of his fellow Presidents of the ANC factions—Bishop Muzorewa of the external wing and Mr. Joshua Nkomo, leader of the internal wing—for the evening session, which lasted until about 2.30 a.m.

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Pretoria 'will not pressure' Smith

PARIS, March 25. **South African Information and Interior Minister Connie Mulder** said here today that the dialogue between his country and Black African nations was "alive and very much going."

Dr. Mulder, who arrived last night from Abidjan where he met Ivory Coast President Felix Houphouët-Boigny, told reporters: "I believe dialogue will be the solution of the problems of Africa and we are determined to continue in this direction. It is clear that moderate and responsible nations prefer dialogue and détente as a solution to problems rather than violence."

Dr. Mulder, here to visit his information office and have talks with French Government officials, implicitly condemned the Cuban intervention in Angola when he said that problems between Black and White Africans should be left to Africans.

"There should be no interference from elsewhere," he told a Press conference.

Asked about South Africa's policy on Rhodesia, Dr. Mulder said: "South Africa has made its point clear. It will not pressure Rhodesia in any way or try to force Rhodesians in any direction." He indicated that South Africa will continue to have normal trade relations with Rhodesia and brushed aside questions about a possible South African military intervention in the event of a conflict there.

"South Africa will decide at that stage what will be its attitude but presently we are not prepared to say anything," he stressed.

The Minister said South African troops would withdraw from southern Angola as soon as assurances given to South Africa about guaranteeing the security of the Caluque and Ruachana Dam sites had been confirmed.

Dr. Mulder said South African troops would remain in numbers on their side of the border after the withdrawal. "It would be foolish not to protect this sector with so many Cuban troops in the area," he added.

Reuters

Egypt urged to cut off Soviet debt repayment

MICHAEL TINGAY CAIRO, March 25. **US highly charged** dis- with the Soviet Union con- today with a call in the Social newspaper Al Ahram p ask Soviet debt repay.

newspaper cited Moscow's to allow India to supply parts for Egypt's Soviet as grounds for the article followed a vitriolic speech by Presi- yesterday when he the Soviet Union of try- the Arab world.

Sadat revealed India's to help with spare parts maintenance of Egypt's Mig- when he abrogated 71 Treaty of Friendship operation with the Soviet earlier this month.

then hardly a day has without and Soviet in speeches or news- editorial. Today's Al article says that not only payments of debt be sus- but damages to Egypt be assessed and claimed. of debts to the Soviet imber, newspaper, paper and re believed to be \$2.7bn., coal

of which about half is civil loans and the rest military.

The only way payment could be suspended, observers imagine, is by cutting off trade ties, since Egypt's debts to Moscow are settled in trade terms. Today's call therefore brings into question the 1976 trade protocol for \$520m. in two-way trade initiated last December.

While the Soviet Union would be hurt by the ending of high quality cotton supplies, there is no guarantee that the market surplus would be easily sold on the free market, without prices going down in response to increased supply.

The problem facing Mr. Sadat in his dispute with the Russians is that Moscow, by virtue of its long and close association with Egypt, holds more cards than Cairo. Potential areas of embarrasment should Moscow choose to become vindictive, include the Aswan dam and its turbine maintenance, the scores of on-going industrial projects in Egypt, inspection and maintenance of aircraft, ammunition and mis- and the export to Egypt of steel, timber, newspaper, paper and coal.

Yasser Arafat 'to meet'

KUWAIT, March 25. **Mr. Arafat**, chairman of the Palestine Liberation Organisa- (PLO) and leader of Fatha, the biggest group within the nth which would bring jassin of Jordan and the September 1970, civil war an leader Yasser Arafat for the first time since the country.

Syria has for some time been trying to bring Jordan and the PLO together again in an attempt to build up an alliance opposed to Egypt's Middle East policies.

The PFLP leads the "rejection fronts" of Palestinian organisations opposed to the PLO's more moderate policy towards a Middle East settlement.

Reuters

Australia plans cuts

Italian Government plans the rate of growth in supply down to a adjusted annual rate per cent. during the six- ending next June, reports om Canberra.

the Treasurer, Philip the Treasury, said that this didn't mean that the would be a credit squeeze, meaningful sense of the said that the Govern- intent on halting bank growth of Govern- penditure and slowing a flood of excessive

Arab conference

The second Arab Conference on the petrochemical industry ended its work in Abu Dhabi by adopt- ing a number of decisions regulat- ing co-ordination of actions and co-operation of Arab countries in this field. The moves were reported by AP-IM from Belgrade news agency, which referred to the pool of news agencies of non- ally aligned countries.

Israeli currency

Economists of the Bank of Israel are studying a proposal by the Governor of the Central Bank that the Israel pound be linked in future to a basket of currencies, weighted in proportion to the role the countries concerned in Israel's foreign trade. Instead of the present linkage to the dollar alone, reports Reuter from Jerusalem.

ok deaths

6 were killed and more wounded in a rocket last in an unidentified man- hand grenade into an ally crowd, police told yesterday.

ly was being staged by a new force party



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EUROPEAN NEWS

Italian industry paralysed by general labour strike

BY ANTHONY ROBINSON

WORKERS throughout Italian industry today staged a four-hour general strike as a protest by organised labour against what the unions see as the unjustified delay in agreeing new national labour contracts for over 5m. workers, and against the "indiscriminate" fiscal and monetary measures decided by the Government last week in an attempt to arrest the collapse of the Lira.

In an attempt to reduce the inconvenience to the general public, workers in public transport and other essential services limited their strike action to a symbolic stoppage of between one and two hours. Airline traffic was however paralysed for 24 hours.

Protest demonstrations and speeches by trade union leaders took place in all Italy's major cities, particularly in the industrial areas of Northern Italy.

The fear that the recent measures, which raised the discount rate to 12 per cent, increased VAT on cars and other industrial products, raised petrol prices and introduced another strongly deflationary dose to an already faltering economy, hits the productive part of the economy without tackling the urgent problem of Government spending is also shared by important sectors of industry and specially the automobile industry.

But the strike is also an attempt by the unions to try and maintain their control over the labour movement at a time when a new round of inflation linked to rising unemployment is continuing.

The Italian region of Lazio, which includes the capital Rome itself, has now fallen to an administration in which the Communist Party will have the dominant voice, even if the ruling coalition agreed finally late last night must depend for its overall working majority on the votes of at least two national Independents, writes Dominick J. Coyle from Rome.

The new regional administration is a coalition of Communists, Socialists and Social Democrats making up exactly half of the 60-member Chamber. The coalition has now been supported by two Independents, one a former member of the generally right of centre Republican Party, and the second a Radical Leftist.

tributing to a new mood of bitterness and resentment.

Meanwhile a delegation of top British trade unionists led by Mr. Jack Jones, Mr. Joe Gormley and Mr. Len Murray has arrived in Italy for talks with the three main Italian Trade Union confederations. The talks will cover labour relations in the two countries and the possibility of international labour co-operation, and also to some extent allow for an exchange of views prior to the meeting of the European Trades Union Congress in London next month. For the first time British trade unionists will be taking part in talks at which the communist-led trade union CGIL is taking part.

UPI adds: Police in Bergamo used tear gas in a one-hour battle with extreme Left-wing youths who broke away from an orderly rally of strikers and began throwing firebombs at a Government office. One policeman hit in the face with a monkey wrench was admitted to hospital for plastic surgery. A 19-year-old shopgirl was wounded in the right leg by a pistol shot fired at a passing police car.

Union leaders in Milan, said 100,000 persons attended a strike rally in the Cathedral square. Police reported several isolated incidents of youths launching firebombs against businesses suspected of using scab labour.

AP-DJ adds: Italy's consumer price index bounced up 2.2 per cent in February from January, the sharpest gain since a rise of 2.9 per cent in September 1974, according to the Government Statistics Bureau.

ROME, March 25.

Gromyko promise to use £950m. credit

By David Lascelles

MR. ANDREI Gromyko, the Soviet Foreign Minister who left London yesterday, gave a firm and unequivocal assurance that the whole of the £950m. credit offered by Britain to boost Anglo-Soviet trade will be taken up "in the near future."

This was announced yesterday by the Prime Minister in a Commons written reply about the results of Mr. Gromyko's three-day visit. Mr. Wilson said: "This means that very substantial orders indeed are expected to be placed shortly with British industry."

The assurance was designed to dispel doubts about the credit which was offered on very cheap terms. One year after it was signed by Mr. Wilson in Moscow in February 1975, only £25m. of it had been taken up.

But sources close to Anglo-Soviet trade were surprised last night by Mr. Wilson's promise of big orders because, as far as is known, there is no prospect of anything sizeable being clinched in the next few months, and certainly nothing approaching £950m. even in the foreseeable future.

Talks are proceeding in the aviation, oil exploration, chemical, fertiliser, nuclear energy and engineering fields. But none of them are at an advanced stage, though trade in chemicals looks promising, according to British officials.

Mr. Gromyko's visit included several meetings with Mr. James Callaghan, the Foreign Secretary, as well as his meeting with Mr. Wilson, and was described as "businesslike and constructive."

Before departing Mr. Gromyko said his country wanted to expand political contacts with Britain and that he had made specific proposals. He would not elaborate, but he appeared to have in mind frequent high level contact such as Moscow has with France.

The possibility of General Secretary Leonid Brezhnev visiting London was discussed, but no dates were fixed.

France frustrates EEC plans for minimum safeguard price for oil

BY ROBIN REEVES

FRANCE today dug in its heels and refused to endorse European Community plans for a minimum safeguard price for oil, which \$850m. would fall on long sought-after by Britain in order to underwrite its expensive North Sea investment against an unexpected slump in world energy prices.

France's refusal came despite the apparent agreement in principle among EEC Heads of Government in Rome last December that the Community should adopt a minimum safeguard price (MSP) as a key element in the development of a common energy policy.

It was for this reason that Mr. Wilson claimed at the time that he had been able to surrender Britain's claim to a separate seat at the North-South conference oil exporters and the Third World now under way in Paris.

But today, Mr. Michele Corniani, the French Minister for Industry and Research, told a Council of Ministers' meeting devoted to energy affairs that his Government was unhappy at the lack of study of the proposal and needed more time to examine its implications.

He further suggested that the adoption of an MSP of \$7 a barrel (for crude oil imports) and heavy derivatives might involve unacceptable cost.

A decline in the world oil price to say \$6 a barrel would "cost" the Community some \$4bn. of which \$850m. would fall on France.

Mr. Tony Benn, the Secretary of State for Energy, had earlier told the Council that Britain wanted a decision to-day both on the MSP and the Commission's plan for EEC aid for financing coal stocks.

He reminded the meeting of the Rome summit declaration concerned with energy. "The Commission will submit proposals and the Council decide as soon as possible on appropriate mechanisms to protect existing energy sources and ensure the development of alternative sources of Community energy—on reasonable economic conditions." Mr. Benn was not alone in interpreting this as meaning an MSP. Every other Minister except those of France and Italy thought so too.

By the time the meeting ended this evening Mr. D'Oraudo had still not dropped his opposition. But EEC officials saw hope of agreement eventually going along with the plan at the next meeting of the Energy Ministers Council, which was fixed for June 10. The French Minister said towards the close that his Government was prepared to "travel the road" towards a common energy policy, suggesting France was looking for a wider package of measures before agreeing specifically to the MSP. The practical problems involved would meanwhile be studied by high level working group of officials.

Mr. Benn's early departure for London to prepare for the outcome of the Labour leadership ballot prevented him from pursuing the issue to the close, his place being taken by Mr. John Smith, Minister of State for Energy. But Mr. Smith said he saw no reason why the matter should not be settled in June.

"We have an early date and the mechanism for discussing the matter in detail," he did not think the problem would be raised at next week's EEC summit.

British officials argued that the French objections did not really stem from a desire to implement an MSP for many months with the International Energy Agency. Although France was not a member, it had been nevertheless kept fully abreast of discussions. As for the so-called cost, the EEC minimum price would be upheld by import levies which would be paid into the Community budget.

BRUSSELS, March 25.

IMF talks may be prolonged

BY DOMINICK J. COYLE

A SECOND round of negotiations for Italy's planned drawing of \$500m. from the International Monetary Fund was scheduled to end here tonight, but there were some indications that further detailed discussions may be necessary before the full borrowing is approved.

The talks, involving senior Treasury officials and Fund representatives from Washington and earlier official indications here had suggested that this week's Rome meeting would have finalised the negotiations.

It is now possible, however, that final agreement for this additional Italian drawing from the IMF—under the extended borrowing facilities agreed to as part of the so-called Jamaica agreements—could be postponed for a couple of months.

Neither the IMF nor the Italian Treasury has given any indication of difficulties in the negotiations. But it is understood that experts from the Fund are not satisfied fully that the present minority Italian Government of Prime Minister Aldo Moro has sufficiently realistic policies to contain the deficit in public sector spending this year. The Fund is also believed to be pressing for some form of incomes policy.

Negotiations for the projected Italian drawing from the IMF were held up initially owing to the country's political crisis.

If there should be a delay in agreeing on the IMF drawing, it would obviously be much less serious now than even two days ago when the Lira was under definite speculative pressure and before the EEC Council of Ministers had approved a \$1bn. Community-backed loan for Italy.

ROME, March 25.

The Lira has staged a gradual but fairly positive recovery since last Thursday, and the Italian authorities have available the \$500 Federal Reserve "swap," only \$750m. of which has been drawn down.

There is of course no suggestion that the Italian drawing from the IMF will not go through eventually, since it is Italy's entitlement under the liberalised arrangements agreed to at Kingston earlier this year. The issues which remain in dispute are, relatively speaking, technical.

Further, a kind of de facto incomes policy may well emerge over the next couple of months, even if existing arrangements under which Italian workers are compensated directly for increases in the cost of living; themselves carry a sizeable element of inflationary cost-push front loading.

Irish wages

By Giles Merritt

DUBLIN, March 25. URGENT MOVES to break the deadlock talks on the 1978-79 National Wage Agreement between Ireland's trade unions and employers are to be decided at a Cabinet meeting to-morrow of the Irish Government.

EEC BUDGET CONTRIBUTIONS Pressure from Bonn resisted

BY DAVID CURRY

BRUSSELS, March 25.

THE EUROPEAN Commission has resisted West German pressure for the early introduction of an updated way of calculating contributions to the EEC budget in spite of the claim by West Germany that it is being "overcharged" in the existing system.

The Commission has said that the administrative and legal complexities of introducing an adjusted unit of account, the EEC's budgetary currency, before 1978 that more accurately reflects existing parties would place a savage burden on Community Market accounts. Therefore, the Commission will recommend to the Council that the change should not take place until 1978, when the whole operation will be simpler. At that time the original six EEC members are to move from the present method of financing, in which national contributions play a significant role, to a Community self-financing system.

This "own-resources" system would turn over to the Community exchequer the revenue from farm levies, import duties and a proportion of Value Added Tax receipts. The British have said that in any case they would not tolerate adjusting the unit of account until 1978.

The problem at present is that member state contributions and some of their receipts from EEC funds are denominated in units of account that are translated into national monies at pre-Smithsonian parities.

For example the unit of account used in the budget is DM5.48m. or DM3.86m. However, because of changes in parity the actual worth of the unit of account calculated on the market value of a basket of EEC currencies (a system which regulates the value of the unit of account used by the European Investment Bank, the Coal and Steel Community and the Lomé convention) is very different. On March 24 the unit of account was DM10.53334 or DM2.87347.

The difference this represents in contributions can be seen by examining the 1978 budget to which the U.K. must pay 1,223bn. units of account. At pre-Smithsonian parities this translates into £809m. If the current value of the pound were substituted Britain's contribution this year would be £712.45m.

Conversely, while West Germany this year will pay DM1,376m. to meet its contribution of 2,07bn. units of account, at present it is being "overcharged" in the existing system.

at contemporary parities its real contribution would be DM5,948m. The net difference, of course, would be much smaller because payments as well as some receipts are calculated at the outdated parity.

If it were just a question of adjusting the unit of account, the problem would be simple. But to adjust the parity without catastrophic dislocation would also mean adjusting the key on which national contributions are levied—and this key relates to pre-Smithsonian gross national product. The West German contribution of 27.55 per cent to the budget reflects the relative importance of the West German economy up to 1971. In fact, the West German economy is proportionately even more important now than it was then, a fact which works in Germany's favour. The Commission argues that the net benefit West Germany would gain from a change of both parity and the GNP-related key would certainly not justify the complexities of changing treaty arrangements.

Recognising this, the West Germans had been demanding the introduction of the new parity on the basis of the old key.

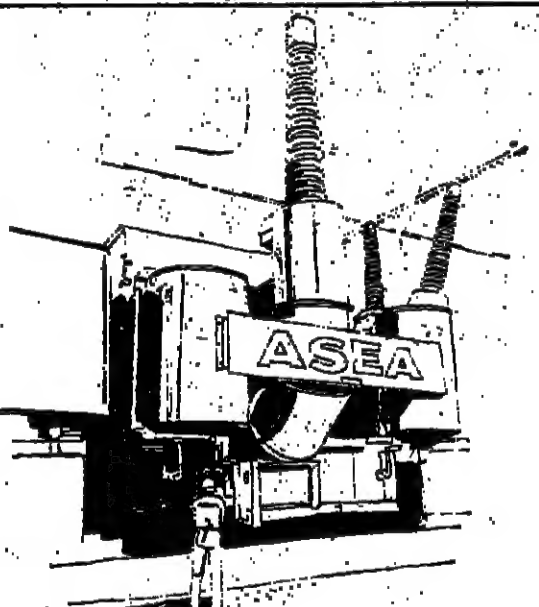
U.K. in new cod war contacts

By David Buchan

BRITAIN AND Iceland are in secret contact over their drawn-out fishing dispute, long-informed sources here say. The contact is the third, since the break of diplomatic relations February 18 in protest at presence of British frigates. Norway is one of the mediators, but official talks have not yet begun. The only West German is almost certainly involved—first, because has offered to mediate in past and second, because its fishing agreement with Iceland signed last October, autumn 1977, by the end of month if no U.K.-Iceland has been reached by then.

Speculation was fuelled yesterday by a Danish radio report that Nordic Council, which comprises the Scandinavian countries plus Iceland, was acting broker between Britain and land. This report was denied the Foreign Office, and a body would be setting secret go-between. All being said formally, in fact was that certain of British allies had been putting forward ideas which might contribute a settlement.

Competition is more than a word!



"The best forms of development work and production come to the surface through free competition. They're not something you can regulate into existence."

Dr. Marcus Wallenberg Chairman, ASEA, 1956-1976.

In a time when many praise competition, but not all seem to prefer it, we think there's a continuing need to stress its fundamental importance. That's why one section of our Annual Report—now available in English—contains a dialog on this theme between Dr. Wallenberg, our retiring chairman, and Mr. Curt Nicolin, his successor. It can be of interest to all who are concerned with healthy trade relations throughout the world. International competition is not a luxury—any more than it is an unrestricted privilege. It's not something to be tolerated only when times are good, cut off when economies falter. We see international competition as a vital necessity to generate the new ideas, the improved technologies, the better services, that make modern society more viable.

International competition stimulates national productivity and efficiency. The countries that are the most competitive industrially lead the world in the standard of living enjoyed by their workers.

We at ASEA appreciate what it means to be competitive. Our home market is about one-thirtieth the size of the U.S., less than one-seventh the size of the U.K. or West Germany. Because we have to compete, both domestically and internationally, we try to do it the best way possible. Through innovative technology. Through the craftsmanship of highly skilled people. By meeting the specific needs of specific customers.

Our wage and salary rates are possibly the highest in the world. We're seldom able to compete on price alone. And we do not receive—nor seek—government subsidies.

Competition has helped us grow. We think it can do the same for others—including our toughest competitors.

Competition is more than a word.

For a copy of our 1975 Annual Report, showing the results of our competitiveness last year, write to the address below. You'll find a lot more detail than we can show in the following condensed data.

Condensed Data		
(Stirling amounts in millions except "per share")		
	1975	1974
Sales	£ 884	£ 778
Orders	1,995	980
Operating income	59	49
Net profit	34	9
Profit per share	£ 3.35	£ 1.60
Unutilised reserves	153	127
Assets	1,117	901
Stockholders' equity	203*	166
Order backlog	1,585	1,350
Capital expenditures	50	46
Shareholders	75,000	75,000
Employees	43,604	41,217

* Including stock dividend, £22.1m.

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The Progressive Technology Group
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STATE ELECTION IN WEST GERMANY

Tough nut for Schmidt

BY ADRIAN DICKS IN BONN

BONN will be an almost deserted city for the next 10 days. The Chancellor, Herr Helmut Schmidt, his Coalition partner, Herr Hans-Dietrich Genscher, leader of the Free Democrats, most of their Cabinet, and a large contingent of the opposition will be throwing themselves into the final stages of what has become a fierce campaign for the election of a new state assembly in Baden-Wuerttemberg on April 4.

There will doubtless be many explanations afterwards from whoever does worst in this "south-western corner of Germany, of why regional quirks and traditions should be taken into account. But there will be no way of escaping the pointers to the 6.1m. voters will offer towards the outcome of the Bundestag elections exactly six months later, in October. The State may not be a microcosm of Germany, but whichever way the mix of farmers and engineers, workers, small-town people and city-dwellers turn, will be more valuable than a score of opinion polls.

There is not much doubt in anyone's mind that they will re-elect a Christian Democratic administration under the leadership of a firm conservative, Herr Hans Filbinger, four years ago, he won a narrow, though adequate absolute majority of 85 seats in a 120-member chamber, and just under 53 per cent of the popular vote. Since then, he has consolidated his position as "father" of his state. Herr Filbinger's benignly smiling face, unadorned by any slogan, looms from posters twice the size of anyone else's. The Baden-Wuerttemberg CDU has not put up any posters at all of Dr. Helmut Kohl, the party's national chairman and candidate Chancellor.

The CDU is fighting hard to raise its share of the vote. One recent poll conducted for the party suggests that it may get 55-56 per cent. Any further improvement of the party's position would not only satisfy issues that are not also national issues, the SPD has been putting forward Herr Schmidt himself and to a lesser extent Herr Willy Brandt, the former Chancellor, and present party chairman, rather than the local protagonist, Herr Erhard Eppler. They have been vigorously speaking up for the government's record in economic policy, pointing to the

slowly increasing momentum of economic recovery and to the first signs that unemployment, actually below the national average in Baden-Wuerttemberg—is starting to come down.

It has been left to the Free Democrats, the junior partner in the Bonn coalition, and to their leader, Herr Genscher, to fight



Dr. Hans Filbinger

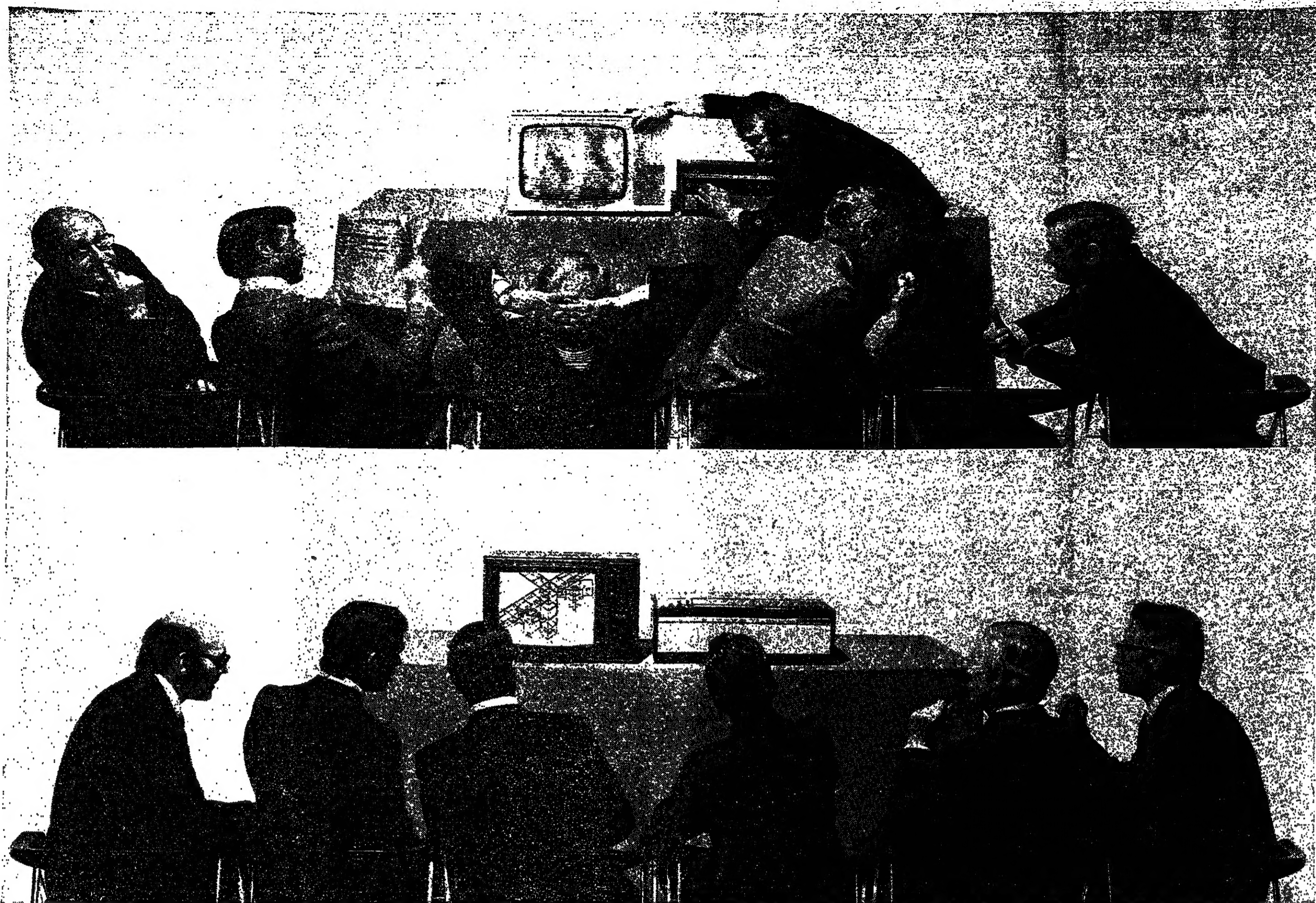
the most interesting campaign, as well as the least extravagant. The FDP is reckoned to be spending about DM1m. (about £500,000), against DM3m-3.5m. for each of the two big parties. In 1972, the FDP suffered a sharp reverse in its fortunes at time when both the SPD and CDU profited from the collapse of the extreme right-wing National Democratic Party. The FDP's share of the popular vote fell from 14.4 to 8.9 per cent that year, and its group in the Stuttgart assembly was reduced from 18 to 10 members.

A poll taken in February indicated a further slight drop to about 8 per cent. Herr Genscher points out, that the poll was taken before the Polish treaty was cleared—an achievement for which he, as foreign minister, claims more credit than Dr. Kohl. The FDP hopes to win at least 10 per cent of the popular vote, and is placing high hopes on the 16 or cent. of the sample who, had not yet made their minds up. What it would be best of all would be a situation where the CDU lost its absolute majority, opening the way for the FDP to bargain with the bigger parties for the best of terms it can secure.

As man-in-the-middle Genscher's political performance has during the past few days campaigning, been offering bravura performance. He speaks with pride of the coalition worker participation bill—passed by the Bundestag weeks after having been introduced by the FDP as "a measure of the rights of workers"—and an obstacle to the concentration of power in the hands of a few trade union officials. He boasts of the nation's economic policy, and success in achieving a restraint, as FDP observation.

Herr Genscher also takes swipe at moves by Herr Filbinger's administration and of State Governments to limit numbers of foreign workers. "We called on the people because we needed them. There can be no question of getting them home now," he told a crowd in the industrial centre Goepplingen, near Stuttgart, surprisingly warm in April. The FDP leader goes on to repudiate further cautious steps in relations with eastern Europe and to continued blunt warning against the formation in 1979 of a Government with communist participation.

If all this cannot earn the FDP a bigger slice of the vote, long tradition of support classic liberalisation, cannot work any better, then the FDP has a last resort. It is to demand a new election in May, when it may feel sure of a majority. It may feel sure of a majority. It may feel sure of a majority. It may feel sure of a majority.



The difference between the top picture and the bottom picture could be only a few hundred pounds.

"So now gentlemen, if you're all ready, we will give you our recorded presentation of next year's plans."

Click. Whirrrrrrrr-bzzzzz. Click. Bzzzzz. Click. Bzzzzz. Click. Click.

"Er, sorry gentlemen. A slight technical fault."

Click. Bzzzzzzzz. Click.

"The engineer won't keep us long, gentlemen."

If you have an unreliable video-cassette machine, the above situation will be quite familiar.

It's embarrassing for you, for your company and your company's clients.

Which is why we'd like to tell you about the Sony U-Matic videocassette machine.

One word describes the main advantage the U-Matic has over similar machines.

Trustworthiness.

The U-Matic has an incredible reliability record. And so it should have. It's well-built, well-designed, by people

who know all there is to know about videocassettes.

(Sony invented the U-matic system, which has been adopted by other manufacturers throughout the world.)

It's so reliable, that one shipping company we know has just replaced a whole shipload of other machines, used for showing programmes to the crew, with a fleet of Sony U-Matics.

Of course, this kind of reliability isn't cheap. The U-Matic costs two or three hundred pounds more than some other machines.

But consider what you get.

The U-Matic videocassette machine available in Britain switches instantly to play back the American colour system (when used with a special Trinitron monitor). It also has a Memory and Repeat control, allowing you to repeat the tape ad infinitum.

The U-Matic is the only one with a totally enclosed tape which keeps it free from grease and dirt.

The tape, record, and play-back heads have a life expectancy of up to double that of competitive machines.

And astonishingly our cassettes are considerably cheaper to buy. A few hundred cassettes will save you over a thousand pounds.

When you think about these advantages, the extra you pay for a Sony U-Matic starts to look like a real investment.

Especially when the other benefit you get just can't have a price put on it.

The comforting thought that you can go into a big presentation with the U-Matic and come out again without a red face.

SONY.

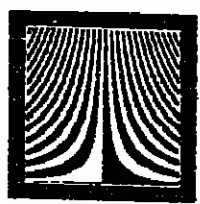
To: Sony Video Showroom, 134 Regent St., London, W1. Tel: 434 1712.

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Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOETERS

METALWORKING

U.K. idea forges ahead

COMMERCIAL scale plant is under construction to apply a new British-designed and patented technique called spray forging to produce about 1,000 tons annually of forgings of about 1 lb. in weight.

First described in the Financial Times on April 8 last year, the process has aroused very considerable interest all over the world, not only because of the very remarkable reduction in energy input it allows out also because the steps from scrap metal to finished forging take only a few seconds to complete, while manufacture of forgings from the most exotic alloys is greatly simplified.

The technique will turn out the forgings in typically ten seconds from start to finish. The big plant, to be operating in early autumn, is going up at Osprey Metals, Red Jacket Works, Midlands, Neath, Glamorgan.

Osprey and its two inventors, Dr. Gwyn Brooks and Mr. Jeffrey Campbell, had the backing of BOC International in making the pilot work into full-scale status—the 1,000 ton a year

plant will fit into a floor area of 2,000 square feet, including raw materials storage, forging and clamping.

In simplest terms, the process involves the melting of scrap or other metal in a furnace. As it is poured into a die, it is subjected to a jet of argon or nitrogen gas which breaks it up into fine droplets which are projected last enough into the preform die to fill it in seconds.

Heat dispersal takes place so fast that the preform can be taken out of the die immediately. In favourable circumstances it can be placed directly in a one-stop press to complete the forging, with further energy saving.

Normally, preforms would be stockpiled and forged after reheat because of the speed of the process and the need to carry out quality control procedures.

Of interest to users of exotic or high performance alloys is the fact that the process can achieve 85 per cent. of theoretical density. What porosity there is follows a uniform distribution and is not interconnected. Internal oxidation is avoided.

Savings over a range of metals are expected to be substantial: of the order of 50 per cent. in money terms, they are likely to be appreciably higher with more sophisticated alloys.

Savings in energy input are remarkable. If conventional forgings are considered, it requires 143 to 171 therms per ton to complete them while the Osprey process, the input is only between 83 and 115 therms depending on the type of forging.

With the current cost of energy from every source constantly on the rise, widespread introduction of the process in Britain could give a significant export cost advantage, remembering that output in the industry is around the 600,000 tons per year mark.

Of particular significance is the fact that the process has been used to make such complex designs as bevel gears and there appears to be no obstacle to the forging of such parts as turbine blades, which demand particularly high integrity in manufacture.

Further details from Osprey Metals on Neath (0639) 3843. PETER CARTWRIGHT

AUTOMATION

Assembly machine taught to take orders

THINGS ARE never what or where they are supposed to be in the world of artificial intelligence. The work carried out by Peter M. Will's team on automatic assembly problems at IBM's Yorktown Heights laboratories.

But while the team is looking into such abstruse matters as understanding what it takes to do assembly work, what is the boundary between manual movement sequences and a suite of instructions evolved automatically once a "simple" command is given. Will insists that he is not "an artificial intelligence man."

Speaking at a recent IBM R and D symposium in Brussels, he said that the distinction between the goals set for his small research group and those sought by manufacturers of the ASEA, Verström and Unimate robots was clear. The IBM goal is universality: these robots do not possess: to include ability to recover from mistakes, to reject components which do not fit the description held in memory, to manipulate components to the right position however they may be presented and above all to incorporate all these qualities in a low-cost entity which is easy to construct and carry out one set of operations as any other.

More than this would indeed be artificial intelligence. As it is, the instruction sets for the equipment are comparatively difficult to write and the project will undoubtedly run for some time yet before coming to fruition.

The object of the work is to move and assemble objects fitting within a foot cube, weighing a few pounds and needing a few pounds force to handle. This describes a vast volume of parts and mechanisms moving down the assembly lines all over the world, and in IBM's own plants in particular.

Work done to date includes the design and building of a mechanical arm which is already able to carry out some sophisticated assembly operations, and that at quite high speeds. This arm has seven degrees of freedom: three to permit it to position the gripper at any point in space, three for arbitrary orientation of the gripper and one for opening and closing the jaws. The gripper has a tiny "cat whisker" sensor for proximity detection and strain gauges to control pressure on the object.

Arm positioning is accurate to within five thousandths of an inch, according to Will. Chief objective at the moment

is to work out the programming techniques and a language which will enable production staff to tell the equipment what to do in a relatively restricted number of plain English words which will not be divorced from the operation they are intended to command.

Apparently simple, this objective nevertheless demands programmes written as a hierarchy and starting with simple sets to start and stop servo-motors, analyse sensor signals, carry out bulk movement, recognise parts etc. up to complex orders like those a human operative could be given.

Naturally the test equipment has its own mini. But it also is linked to some very powerful computing facilities to permit development work on the language and the highest level programmes to proceed quickly.

It is envisaged that instructions to the machine would include some description of the parts to be handled, fixtures in the assembly area and the operations to be performed with these parts. It would also have to be told about obstructions in the work area and how to avoid them or what to do if an unexpected solid object got in the way of the arm.

Will appears confident that once the programming and language problems have been solved there is no reason why the resulting assembly units should not be comparable in cost with existing robots, though infinitely more versatile.

Volvo move on robots

A CONTRACT valued at approximately £750,000 has been awarded to Unimation of Tel Aviv (Tel Aviv 555577) for a 30-tonne frame robot body for framing and respot line to be installed in Volvo's Torshälla factory by late summer this year. This brings the total of Unimate robots in Volvo's Torshälla factory to over fifty.

The new system, installation responsibility for which has been awarded to MST, a member firm of Consorzio Machine Automatiche, will mark a new departure.

Product design and the manufacturing concept is aimed at placing as many welds as possible in the re-spot line to attain maximum use of the robot. The

framing station, which establishes the dimensional integrity of the car body will be "robotized." This is unique in the automotive industry and will provide the ultimate in body welding flexibility. Fifty-two spots will be used to pre-track the body. This first framing station will incorporate seven Unimate robots in a multi-level array.

Volvo began evaluating Unimate robots at Torshälla in 1972, in sub-assembly spot welding applications such as roof rails, wheel-house assemblies, underbody fabrication and rear window frame welding. Based on the results of increased productivity and highly reliable performance (better than 97 per cent. up time), Volvo contracted for a complete turnkey re-spot line with Unimation Inc. in 1973.

The new award takes this automation a long step further,

the winch when the load reaches a pre-set level.

Consisting basically of a winch assembly, hydraulic sub-station, power packs, control console and a reel under the winch, the system is available in four models. Winching speeds obtainable with a 300ton pull range from 6 feet/min. with the LW-1A model to 25 feet/min. with the four-pack LW-4A unit.

The winch was developed by Ardon Design and Manufacturing Co., Wilton Road, Huxton, Macclesfield, L36 6AW (051488 4441).

COMPUTERS

Putting the ICL baby on-line

THE 550 U.K. buyers of the ICL 2903 computer can go on-line with the help of a package developed and marketed by CAP (Computer Analysis and Programming).

TP-2903 is suited to the smaller business systems user who may not have had previous on-line experience. It was developed from CAP's work in designing and implementing systems of differing degrees of size and complexity. Among them are the Mothercare-by-Post order entry system; a very large system for credit card processing; and the 3003-based Blackwell Scientific Publications project.

Several features can be selected which build up to a complete on-line environment. The heart of the package is the run-time monitor but this is extended by a number of development aids which reduce the cost and programming effort to a great degree.

By the time the first TP-2903 package is sold, CAP expects to have invested almost £100,000 in direct costs and fees in the methodology, over a period of 14 months.

TP-2903 facilities can be bought outright or rented, and are fully supported by the company in any way from simple installation of the package to design and construction of the on-line system.

CAP operates from 14, Great James Street, London WC1N 1AB, and can be used to stop 3DY. (01-242 0023.)

NOTICE OF REDEMPTION

To the Holders of

Swedish Export Credit Corporation

(Aktiebolaget Svensk Exportkredit)

9% Notes Due 1982

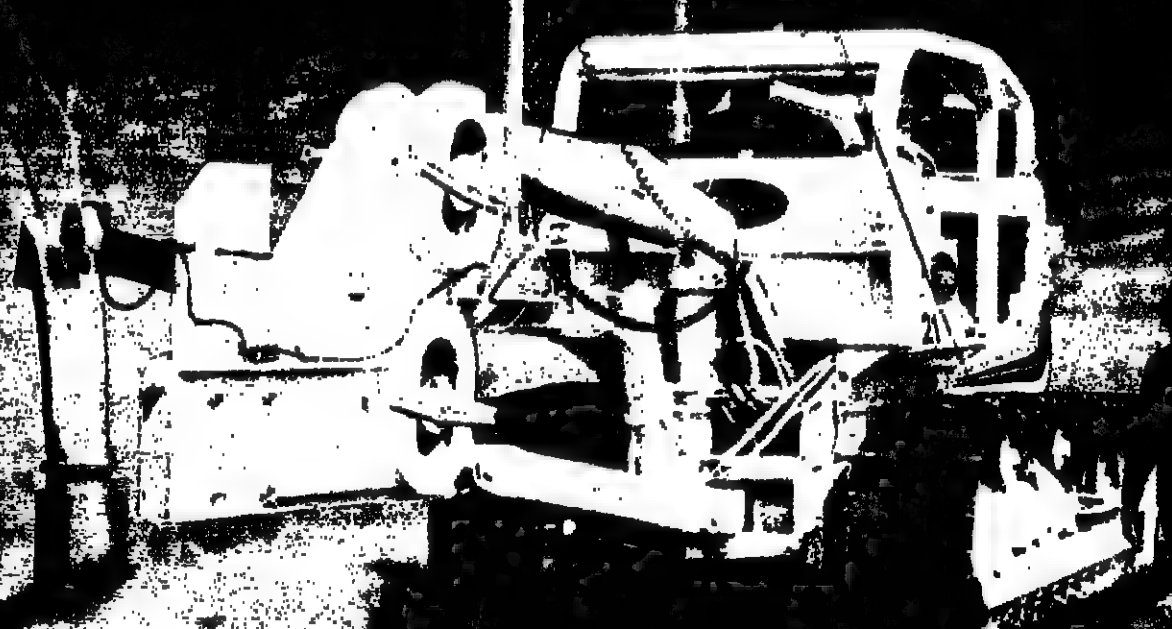
NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Indenture dated as of April 15, 1975 providing for the above Notes, \$2,357,000 principal amount of said Notes bearing the numbers set forth below have been selected for redemption on April 15, 1976, through operation of the sinking fund, at the redemption price of 100% of the principal amount thereof, together with accrued interest thereon to said date:

NOTES OF \$10,000 EACH

3 1450 2000 4422 6901 7380	8832 10323 11294 12877 14067 14828 17943 18738 20715 21548 22833
8 1488 2617 4527 5819 7358	8833 10312 11487 12887 14096 14843 17944 18739 20716 21549 22834
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The Financial Times



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LIFE

LABOUR NEWS

Five unions chosen for
priority aid to moderates

OUR LABOUR STAFF

EVATIVE Party officials announced an extended campaign to help moderates win election to important trade union positions. The campaign, which will be carried out by the Labour Party's National Campaign for the Election of Moderates, is aimed at ensuring that the interests of the wider labour movement are represented in the leadership of the major unions.

The full extent of the campaign emerged yesterday. Unions that have been singled out for attention by the Labour Party are the Electrical, Plumbing, Trades Union, the Amalgamated Union of Engineering Workers, the Civil and Public Services Association, the Association of Scientific, Technical and Managerial Staff, and the National and Local Government Officers' Association.

Mr. John Bown, national organiser of the department, said yesterday that publishing lists of moderate candidates might counter-balance the effect of the support publicly canvassed by militants.

NUM pay restraint
to be challenged

BY CHRISTIAN TYLER, LABOUR STAFF

BATTLE LINES for one of the most important union conferences of the summer have been drawn up with publication yesterday of the National Union of Mineworkers' agenda.

Only a few weeks before the present \$8 pay policy expires on August 1, the NUM will be debating calls for abandonment of pay restraint and for payment this autumn of rises of up to £33 a week.

The main onslaught on the pay policy itself comes from the Scottish area, which wants an immediate return to free collective bargaining.

On pay, the demands for £100 a week from November 1 this year—well within the life of the current agreement—will come from the South Wales and Yorkshire delegations to the conference, which is to be held in the Isle of Man at the beginning of July.

The Scottish area is also opposing the Government's White Paper on public expenditure.

The recent decision by NUM leaders to call a national overtime ban over the closure of a Derbyshire colliery—a decision quickly reversed—will also be the subject of debate, with a resolution calling for a national ballot before overtime bans are called in future.

Another resolution asks for consultation with the members by the national executive to prevent pit closures which are not due to the exhaustion of reserves.

Nottinghamshire and Yorkshire are to press last year's resolution for the retirement age to be lowered to 60.

Fresh attacks on TUC plans
for worker participation

BY JOHN ELLIOTT, MANAGEMENT EDITOR

THE TUC's worker-director proposals came under a fresh attack yesterday from two leading employers' and managers' organisations, and from a major engineering company, when all three submitted evidence to the Bullock Inquiry calling for companies to be left to work out their own methods of worker participation.

The two organisations, the Engineering Employers' Federation and the British Institute of Management, both accepted that there could be legislation, possibly involving a Code of Practice, introducing "participation agreements" between companies and their employees.

The engineering company, the GKN Group, called in its evidence for participation to be developed through "employee councils," although it added a rider that if worker-directors were to be introduced, they should take up only one-third of the seats of a supervisory board in a two-tier structure.

These submissions to the Bullock Inquiry, which is looking into industrial democracy in the private sector with a bias towards the TUC's proposals, bring the number of organisations which have submitted written evidence to about 150.

The Inquiry intends to continue receiving written evidence till Easter. It will shortly decide whether to take oral evidence in public, and so far seems inclined not to.

Other employers' organisations analysing evidence for the Inquiry include the National Federation of Building Trades Employers and the Federation of Civil Engineering Contractors.

Both these are arguing for the construction industry, with its mobile labour force and relatively short-term contracts, to be given special treatment.

The Civil Engineering Contractors' suggestion that there should be some form of temporary participation strictly limited to the affairs of one particular site for most workers, while there could be other arrangements based on head or regional offices for longer-service employees. It also calls for the measures to be introduced through a Code of Practice rather than legislation.

The NFBTE follows a somewhat similar course, and is likely to say that arrangements should vary from small to large building sites and that there should be minimum-service qualifications for those involved.

Both these organisations have paid considerable attention to the CBI's evidence to the inquiry when framing their views, as have the EEF and the BIM.

There is a common thread running through all these organisations' suggestions—as well as those from GKN. This opposes trade union-based worker-directors on the TUC model, and advocates instead that companies be given a period to develop participation agreements and councils, involving all their employees and not just trade unionists.

The EEF suggests a framework of law requiring companies with more than 1,000 employees to conclude "agreements on employee participation practice" within three years. This compares with a 2,000 minimum and four years proposed by the CBI.

But the EEF also proposes that where an agreement is not concluded and endorsed by the employees involved the Advisory Conciliation and Arbitration Service should help set up a joint consultative council.

In its evidence GKN says it is "firmly committed by Board decision to arrangements for participation which will enable a significant number of employees to contribute to the making of those decisions which directly affect them." This is a reference to a policy decision taken by the company in 1974 to develop employee councils to the group.

"Fully representative employee councils are a far more realistic method of achieving industrial democracy than Board representation," says GKN. It points to what it calls "the formidable problem of manpower requirements and man-hours involved, if additions to the 579 directors serving on 153 GKN Boards in the U.K. had to be made or if all group companies were required to have a supervisory Board."

However, facing up to the fact that some form of worker-directors might be introduced by law, GKN goes on to say that there should be only two worker representatives on a Board in a unitary system and only one-third of the total on a supervisory Board in a two-tier structure. The other two-thirds of the Board's seats would go to representatives of shareholders and management.

The BIM takes a similar approach of two worker-directors on unitary Boards, and is in line with the EEF in suggesting a three-year run-in period with ACAS back-up. But it wants only a Code of Practice to enforce participation agreements.

Agreements call

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White-collar talks to be resumed

OUR LABOUR STAFF

A MOVE to determine the influence of white-collar unions in the sector has come from the National Union of Bank Employees, which has agreed to talks with the Association of Scientific, Technical and Managerial Staffs.

NUBE is believed to be prepared to offer to stop recruiting new members in the insurance sector, if ASTMS gives NUBE a rise in its pay.

Similar talks are to be held between NUBE and the Association of Professional, Executive, Clerical and Computer Staffs early next month.

New Ford union move may
save negotiating body

BY OUR LABOUR STAFF

UNION LEADERS at Ford Motor yesterday produced new proposals which could prevent a threatened split in the company's national bargaining committee.

Talks at Transport House were continuing last night on a plan aimed at satisfying longstanding grievances of skilled men, who say they are not sufficiently represented at the bargaining table and have seen their pay differentials with lower-

paid production workers erode over recent years.

The plan is to expand the national joint negotiating committee to give more seats to lay delegates (at present outnumbered about two-to-one by union officials) and making room for skilled men's representatives on the committee.

Senior union officials are anxious to avoid a split, which they believe could lead to less-forging pay claims

Donnet shouted down

GATES SHOUTED down Donnet, president of Scotland and Municipal Union, yesterday, as he defended the Government's public spending cuts at a meeting.

Donnet said the cuts were modest and necessary, but that the Government must stop the "rampant" condition of Denis Healey and understand the limits under which he is living.

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EC row over equal pay

OUR LABOUR STAFF

JAL PAY dispute involves women's threat to dis-oduction at a GEC sub-at Aldridge, near Birmingham.

The GMWU also published yesterday a new booklet giving a practical guide for union negotiators on how to achieve equal pay and opportunities for women workers under present legislation.

Entitled "Equality at Work—the Way Forward" the booklet establishes the GMWU aim of complete equality at work for its members as well as issuing a call for more women to become involved in running the union and representing colleagues at work.

Gal aid plea
parents

THE Secretary is being by the British Legal Association to provide legal aid to stop their being taken into custody.

114 miles added to motorways in 12 months

BRITAIN NOW has 1,312 miles of inter-urban trunk motorways in use, of which 114 miles were opened to traffic during the past 12 months, says the British Road Federation.

In its progress report covering the motorways and other strategic trunk routes in England, Scotland and Wales and the present position of motorways in use and under construction, the Federation emphasises that in the public expenditure White Paper published last month the road programme was cut for the sixth time since mid-1973.

WE, THE
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FOR HELP

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And you can help, by helping our Association, BLESSMA (the British Limbless Ex-Services Men's Association) looks after the limbless from all the Services. It helps, with advice and encouragement, to overcome the shock of losing arms, or legs or an eye. It sees that red-tape does not stand in the way of the right entitlement to pension. And, for severely handicapped and the elderly, it provides Residential Homes where they can live in peace and dignity.

Help BLESSMA, please. We need money desperately. And, we promise you, not a penny of it will be wasted.

New Fuel Economy Fords reduce
petrol consumption in town traffic.

Cortina 1300 town traffic economy improved by around 15%.
Cortina 1300 also breaks 40 mpg barrier in touring economy test.
Valuable savings for Fuel Economy Escorts, Capris and Granadas too.

Remember the 1975 Popular? Now Ford introduces more new Fuel Economy Models: Escort 1100's, Cortina 1300's, Capri 1300's and Granada 2000's.

They're still the same well equipped cars that you know except that they've been specially developed to reduce petrol consumption.

The technical side of the story is covered in the diagram (right). The car described is a Cortina 1300, but similar modifications have been made to the other Fuel Economy Models.

The new cars cost no extra and, as with all Ford cars, you get a 12 month warranty with unlimited mileage, so they're now better value for money than ever.

Where do you save and how much?

Most cars give reasonable fuel consumption on open roads. It's in town traffic, where you're always stopping and starting at traffic lights and crossings, that your engine gets really thirsty.

This is just where the Fuel Economy Fords save most. Take the Cortina 1300 for instance. In stop go traffic conditions, like you'll often encounter driving to work or out shopping, we've measured improvements of around 15%. Add that up over a year.

In another test during which it was driven 240 miles the Cortina 1300 broke the 40 mile per gallon barrier. To be precise it did 40.34 mpg. The journey included varied road and traffic conditions and was officially observed by the RAC.

Our engineers estimate overall improvements of 10% for the Cortina, 8% for the Escort and Capri, and 6% for the already very economical Granada 2000.*

Obviously your savings depend to some extent



on how you drive and where you go. The biggest improvements of all will be achieved in town traffic conditions.

How is performance affected?

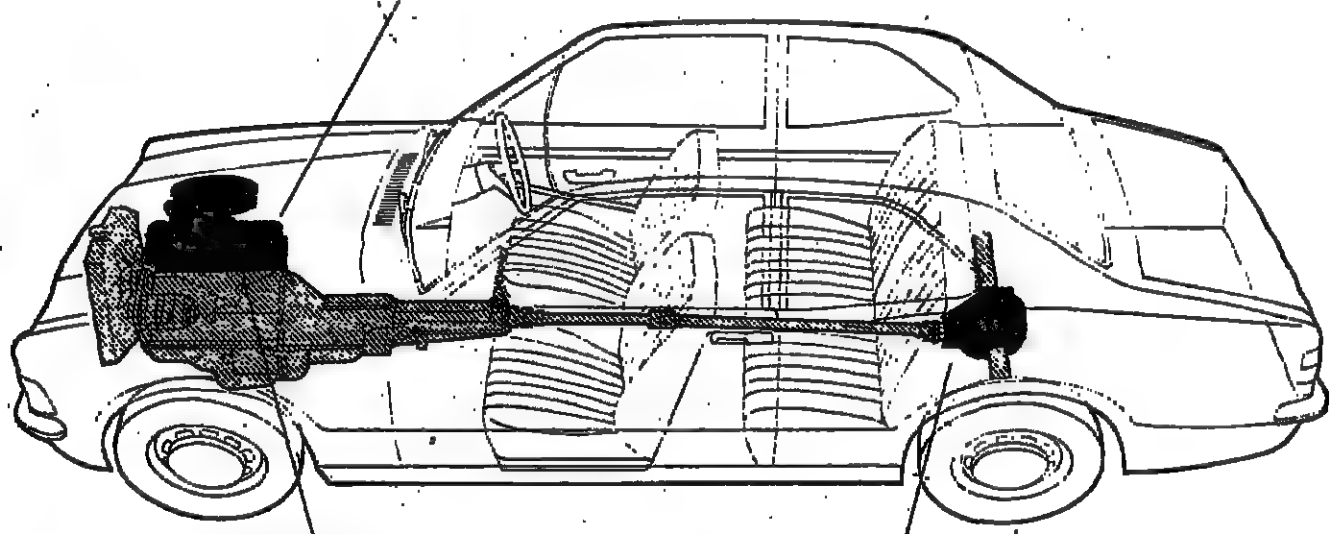
There is a very slight difference. But because this is a thoroughly engineered package, not a bolt on extra, you'd really need a stop watch to notice it.

The Fuel Economy Escort still does 76 mph, the

New Sonic Idle Carburettor

The Sonic Idle Carburettor is fitted to Cortina and Capri 1300's and to the Granada 2000. It won a Design Award for technical innovation. It saves petrol at idling speed and also reduces exhaust emissions. This is done by increasing airflow to sonic speed which improves fuel atomisation and reduces the amount of fuel needed. The venturi on all Economy Model carburettors has also been modified to speed the air/fuel mixture, so that it burns more efficiently allowing the jets to be recalibrated to supply less petrol.

Design Council Award 1975



Special inlet manifold and cylinder head

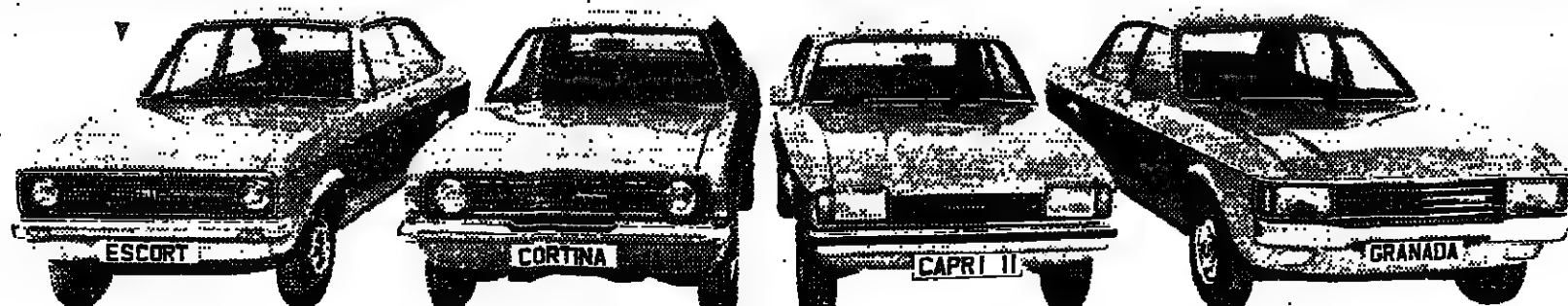
To get the very best from the carburettor changes, Ford engineers increased the gas speed into the engine by reducing the size of the inlet manifold. This gives more efficient mixing of air and fuel. It also stops fuel droplets forming on manifold walls and produces more even distribution of mixture between cylinders for smoother performance.

Higher rear axle ratio

The carburettor and engine changes have allowed the engineers to raise the axle ratio to give lower engine revs for the same road speed. This in turn gives additional fuel saving coupled with quieter and more relaxed driving on the open road.

Cortina 82 mph, the Capri 85 mph and the Granada 91 mph.*

If you want to use less petrol but you don't want to drive a cramped car, one of the new Fords is just the car you need. Why don't you call at your dealer and arrange a test drive? Incidentally if you're in the market for a Transit you'll be interested to hear that it now has a new highly efficient 1.6 litre engine, which gives valuable fuel savings too.



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go and take it away!" There was a long silence after this, and Alice could only hear whispers now and then.

If it's got no business, it's in the wrong place—true of shops above all things. People who need them, people who build them know the importance of location theory, catchments, pedestrian flow and all the other factors in the equation of good retailing business. Big shops, little shops, multiple shops or individual shops on the corner. There's a boom coming, they say, and now is the time to be preparing for it—with professional advice, of course, from



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* Ample toilet facilities * Portage
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cables, with ample power points
provided * Floor loading of 100 lbs.
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are ultimately concerned in
securing a lessee or lessees of
high calibre, and the terms they
are prepared to accept will
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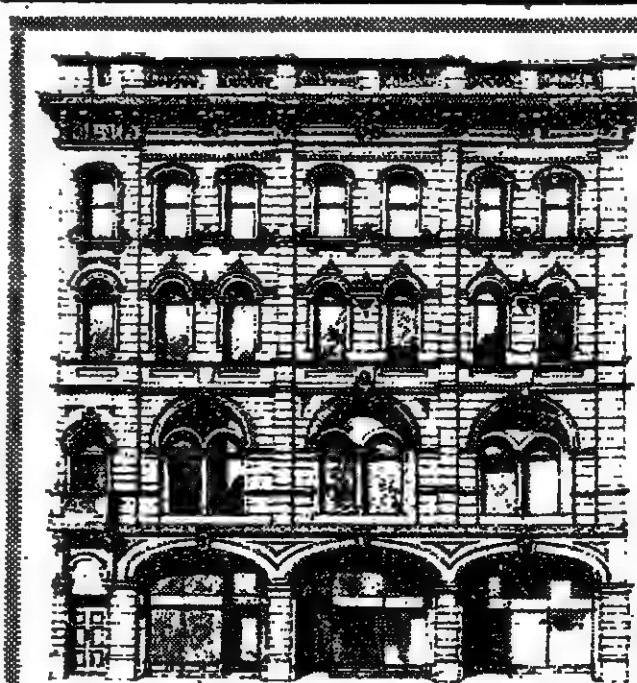
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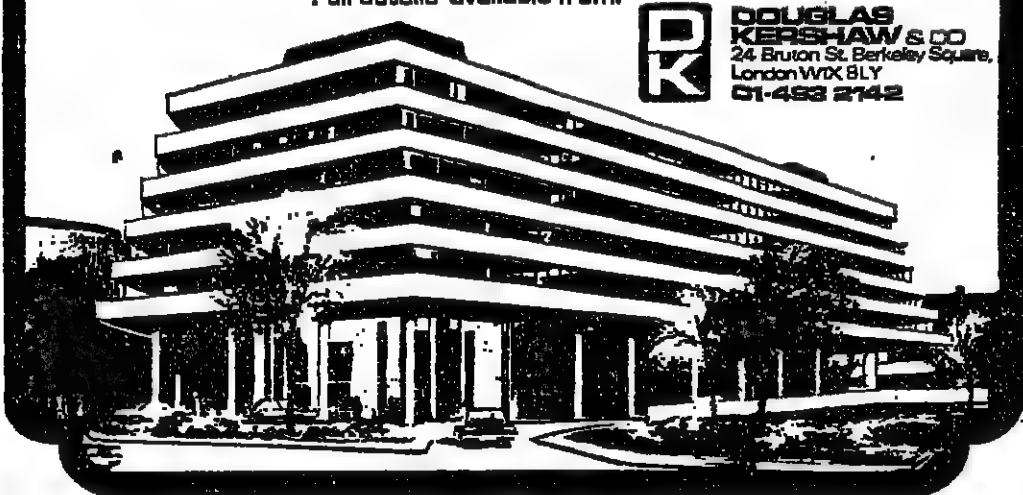
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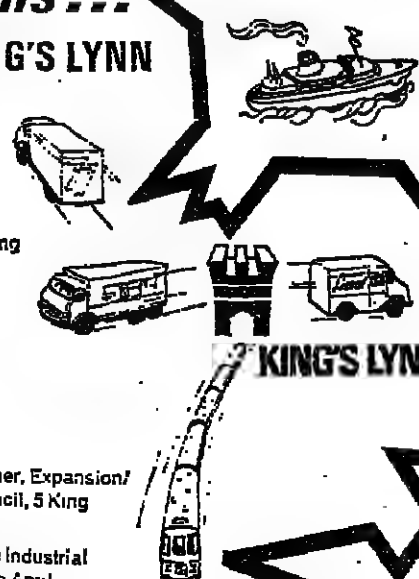
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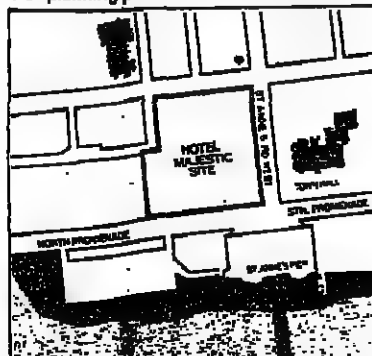
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The Executive's World

EDITED BY JOHN ELLIOTT

Political and public pressures can halt foreign ventures as BP found with an Italian protein plant. David Fishlock reports

Consumerism' in Sardinia

INDUSTRIAL hazard of manufacturing industry has been made increasingly in the last few years, and shows little sign of abating. It has brought a £30m. venture between British Petroleum and ANIC, the Italian oil company, to a halt in Sardinia.

The problem is that these two sides cannot obtain a licence from the Italian Government even to commission a study to see if a 100,000-tonne plant can be built on the island. The individual behind this is a Sardinian, a local entrepreneur, who is a member of the local council and has a strong local following. He is a member of the local council and has a strong local following. He is a member of the local council and has a strong local following.

wanted

BP is a rich protein source, made by feeding on certain, unwanted, waste products of the oil industry. BP developed two different types of feed: one for use in the waxy residue left after the oil has been refined, and another for use in the waxy residue left after the oil has been refined. BP developed two different types of feed: one for use in the waxy residue left after the oil has been refined, and another for use in the waxy residue left after the oil has been refined.

way. It claims that the feedstock for its new plant must already meet medicinal standards—for which the WHO lays down no limits on acceptable daily intake. Moreover, n-paraffin is widely used in food preparation: the Italian authorities permit up to 1,400 parts per million in rice; for example, and the French permit up to 20,000 parts per million in coffee.

Political motives

All this convinces the company that there are political rather than scientific motives behind the refusal of the Italian Government to authorise commissioning of the Italtopline plant. There is evidence that some politicians have chosen to make an issue out of protein technology. This view is supported by the fact that another 100,000-tonne protein plant, at Saline on the mainland, built by Liquechima and using a Kanagafuchi process developed by Kanagafuchi, has been ready to operate for almost a year, but still has not received the necessary permit.

For BP another infuriating aspect is that, as this is its first commercial venture into factory-made protein, the delay in Sardinia may have repercussions on its other protein projects. Experience from its protein development units at Grangemouth and Laver in France has convinced BP Proteins that it has a commercial process for making a source of protein about half as high again in nutritional value per ton of soy, the yardstick of the animal feedstuff business.

tein interests have been transformed from essentially a research and development operation exploring a novel process, whose sales of protein did not even cover the cost of research, into an animal feedstuff group with a turnover of about £75m. a year. It now brings together all BP's animal feedstuff interests, so creating for instance the biggest fish-feed operation in Britain and Europe's third-largest group making milk replacers.

Nonetheless, Toprina remains the product with one of the greatest growth potentials for BP Proteins. But there is a question over whether delays to the Italtopline project might discourage other nations from participating in Toprina projects. In Venezuela the situation is encouraging. The company has carried out a joint study with the Venezuelan animal feedstuff industry for a 100,000-tonne plant, which it announced early this week is expected to be in production by 1978-79. It is also making a joint study with Petromin in Saudi Arabia, where by the early 1980s a Toprina plant might be integrated into an animal husbandry venture on what is a strip of desert.

Most exciting of all are prospects in Russia where BP Proteins has submitted a design study for the construction of a 250,000-tonne turkey plant based on the Italtopline operation with the possibility of stretching to 1m. tonnes. The special significance is that the Russians have made a big effort themselves to develop factory protein technology.

As pioneers of a new source of food—albeit at this stage an animal feed—Italtopline is meeting head-on a problem of direct concern to many large companies in chemical processing and food. In Britain alone, ICI, Shell and Ranks Hovis McDougall have all declared a commercial interest in factory-made protein—in the case of Ranks, for the human food market.

No company can remain sanguine at the prospect of having a large investment hauled on grounds as tenuous as those advanced so far by the Italian health authorities. But perhaps industry could take heart from the Russians who, having built several plants of their own, have now approached BP. It is suspected that they have done so because they have failed to meet their own standards of product safety.

BUSINESS PRACTICES

BY NICHOLAS LESLIE

Inquiry on corruption abroad

A GROUP OF influential public figures drawn from different parts of the world will meet in London next month to embark on a study of corruption in business. They form a change methods of trading which have existed as a way of life for more than a thousand years.

Lord Shawcross has been appointed chairman of the Commission. From his background as an international lawyer, businessman and former politician, he intends to elicit evidence from various countries, companies and individuals and may call on the UN for support. A code of conduct might then be drawn up.

Seven people have so far been appointed to the Commission, embracing countries such as Belgium, Sweden, India, the U.S. and the U.K. This still leaves three places vacant, which it is hoped will be filled by representatives from France, the Middle East and Latin America. There is also a small secretariat and the advice of a firm of accountants and solicitors will also be sought.

The recent announcement by the International Chamber of Commerce (ICC), whose general aim is to foster fair trade and competition, of the Commission has brought only a low-key response in the U.K. It seems likely the situation will remain that way despite the sharper interest in the U.S. current investigations into the same issues. Unless some instance of corruption emerges in the U.K., the Commission will carry out its investigations well away from the public gaze and any report of its findings is unlikely to emerge before the end of the year.

The subject of the inquiry is one in which governments are likely to take a keen interest and in the U.K. Mr. Peter Shore, Secretary for Trade, is also watching the extent to which British companies operating overseas are affected. However, for any of them to undertake a similar international task themselves would be impossible for fear of accusations of interference in another country's internal affairs. The ICC, as an organisation made up of representatives from different countries, is well equipped to avoid such problems.

Explaining how the Commission had come to be set up, Lord Shawcross said that the ICC believed that some international companies were being embarrassed by the need to resort to bribery to get business. It was therefore hoped that this initiative would help resolve the problems while avoiding a proliferation of inquiries and that the Commission's findings would be recognised as authoritative.

But the Commission's intentions are likely to meet with

some scepticism from the people who will be talking to. As one senior executive of an international company commented to the Commission: "How can you expect a change methods of trading which have existed as a way of life for more than a thousand years?"

Giving a personal view, Lord Shawcross said there were perhaps 12 countries where corruption was "quite exceptional and is regarded with grave legal and social disapproval." He includes the

was something which would have to be considered with great care, said Lord Shawcross. Some means of "shaming" countries might be employed and the UN might even be asked to bring pressure to bear on the introduction of legislation. "We might even suggest a code of conduct for companies operating internationally."

Lord Shawcross recognised the difficulty for honest companies which found they could not get work without resorting to bribery, but maintained: "If

of a total order value might be paid to the agent. In turn when charging for his own outgoings, the agent might include the cost of bribes over which the company might have no control.

An international agreement on a legal definition for bribery and corruption might be needed before any general law and penalties could be drawn up to stop the practices. Then, there would remain the problem of enforcement.

One of the things which clearly worries companies is that if, for example, a high moral stance were taken in the U.K. without allowing for different trading ethics elsewhere, a lot of business might be lost.

The members of the Commission are: Lord Shawcross (chairman), chairman of City Take-over Panel and a former Attorney General, and President of the Board of Trade;

Arthur von Bulow, from West Germany, a former secretary-general of the Federal Ministry of Justice;

Jean Ray, of Belgium, former chairman of the Commission of the European Communities and a Minister of State;

Erik Waldenström, from Sweden, chairman of the Board of Franches AB;

Subramanya Bhuthalingam, from India, former secretary of the Indian Ministries of Commerce, Industry, Steel and Finance, and former director-general of the Indian National Council of Applied Economic Research;

William H. Franklin, of the U.S., chairman of the Board of Trustees of the Committee for Economic Development, and retired chairman of Caterpillar Tractor Company;

Rudolph A. Peterson, also from the U.S., retired president and agent of the U.S. system which is readily open to abuse. Administrator of the U.N. To gain business, a percentage Development Programme.



Lord Shawcross

At a time when company ethics abroad are an issue of public debate, Lord Shawcross explains how an international inquiry he is to head will do its work.

these payments are made there should be full disclosure in the accounts of the company concerned.

The problem which is being investigated is probably no stranger to the majority of companies which operate on an international scale, and particularly in certain regions of the world. In most of the emerging areas an international company's only hope of gaining a foothold is to appoint a local agent and it is this system which is readily open to abuse.

Commenting on the current American experience, Lord Shawcross said that great play has been made of the fact that corruption appeared to be the fault of the large multinationals. But there were some countries where, whatever the company, you could "not do business without greasing someone's palm." Therefore, you had "got to make sure that those accepting money were punished."

The commission would probably get its information through the national committees of the International Chamber of Commerce using questionnaires and by talking to individuals, but not necessarily on the basis that what they said would be published. Companies might be asked if they had given any money and whether they had got work through doing this. Where there were no national committees "we shall have to see what information we can get," said Lord Shawcross.

To produce a subsequent reaction in countries, the Commission might go to the extent of naming them, although this



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Audits to conserve company energy

HOW IS IT that two companies making much the same products in much the same way can differ by a factor of two in the energy they consume? The answer, the Government believes, could be found in what it calls an "energy audit" which can be carried out by both large and small companies.

Last summer the Department of Industry set up an "energy audit unit" which is now investigating and advising companies on their use of energy and materials. Its "auditors" are looking especially at wasted materials and rejected components—which, it seems, may well account for that factor of two.

The idea is to build up representative profiles of the way different sectors of manufacturing industry are using energy. These profiles might then be used as yardsticks against which companies, in similar lines of business could be compared. The "auditors" are being recruited from some of the industrial research associations because they have a good understanding of, and rapport with, the industries they are investigating.

Now the Department of Energy has published a "do-it-yourself" guide to energy auditing, in the hope of inducing the small manufacturer in particular to quantify his energy requirements. It shows him how to break down his fuel and energy inputs into the major sectors—environment, production, transport, etc., how to divide them process by process, and finally how to allocate different types of energy (electricity, gas, steam, compressed air, for example) to each process.

Given this simple breakdown, the "auditor" can begin to select

points of prodigality in energy consumption for special attention. The guide suggests assembling an energy conservation task force consisting of, say, the production manager, the engineer and the cost accountant.

Why this group may be necessary becomes clearer from some examples of possible remedial action that may be highlighted by the energy audit: Improve the standard of maintenance of thermal insulation, instrumentation, combustion equipment; check automatic control equipment and if necessary adjust the settings; carry out plant efficiency trials; alter processing schedules to see if greater output can be gained with the same amount of energy, or if the same output can be gained with less energy. As is evident, these cut across most conventional boundaries of marginal responsibility.

Another piece of advice the guide offers is to involve top management, unions and employees in any energy saving campaign, and to keep them informed of its progress. It suggests that estimated energy savings should be verified against a budget, and due attention be paid to whether any changes have unforeseen beneficial (or adverse) effects. It also advises that companies should set targets which capture the interests of people concerned.

And one final check on how well the energy auditor is doing: "when you think that you are doing the best you can, get outside specialist advice for further improvements."

"Fuel Efficiency booklet 1: Energy audits, published by the Department of Energy. No Charge."

David Fishlock



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FRIDAY, MARCH 26, 1976

The politics of prices

THE Confederation of British Industry decided some weeks ago that it would not be realistic to persist with its original call for the abolition of price controls: since controls on both prices and wages were introduced simultaneously in 1973, it has been almost impossible politically to call for continued wage restraint without some counterpart on the price side. On the other hand the CBI has continued to campaign vigorously for modifications in the Code, and has now compiled a shopping list of proposals for Mrs. Shirley Williams to consider. They vary from the sweeping away of all detailed controls in favour of a quarterly check on margins to more detailed ideas on the calculation of margins and allowances.

A hasty effort

Before commenting on the merits of the particular ideas proposed, it should be said that some reform is now becoming urgently necessary. The original code was a hasty effort, designed to meet the needs of what was then hoped was a short-term emergency programme; but now, in its fourth year, Ministers are talking of the need for wage restraint—and by implication, for some check on prices—for the indefinite future. As with wage controls, errors and anomalies which can be suffered philosophically for a short time must be tackled in the longer run. The basic task—to allow industry to generate the funds for expansion while satisfying the unions that their own restraint is not simply a private benefit—contains an inherent conflict of objectives, and the Code can never satisfy everyone; but that is no excuse for sticking to principles which are clearly illogical and outdated.

The prime objective must be to ensure that industry can take full advantage of the opportunities offered by the upturn in the cycle to make the cyclical profits which are a main source of internal funds. This can be approached in a number of ways: an enlargement of existing investment relief provisions; changes, where necessary, in base rates for reference margins; and a realistic allowance for costs.

A flicker of hope for Italy

THE RE-ELECTION of the reformist Sig. Zaccagnini as Party Secretary at the Congress of the Italian Christian Democrats gives at least some slight hope that the politicians can begin to deal with the country's problems. It is true that he was returned by only a small majority over the Defence Minister, Sig. Forlani, who had argued that the party should meet the Communist challenge by reasserting traditional values and, in effect, by moving to the right. But it is also true that this was the first time the Party Secretary was elected by the Congress as a whole rather than by a small group of party managers. The new method is a sign that grassroots criticism is being heard and could just be the beginning of the revitalisation of the party that is so urgently needed.

Abortion

The immediate result of the election is that it should now be possible to avoid a new political crisis over abortion. Until yesterday it looked as if this was the subject which could bring down the minority Christian Democrat Government and force a premature general election. Sig. Zaccagnini, however, has made it clear that although the Christian Democrats are a party of Catholics, they should not be utterly beholden to the Catholic Church. He recognises too the risks of holding a referendum on the abortion issue. He is therefore likely to seek a compromise which reduces some of the social problems of back street abortions, but does not wholly offend the Catholic principle of the sanctity of human life. It should not be too difficult to gain support along these lines from other parties, which do not want a referendum or early general elections either.

If this hurdle can be crossed, it should then be possible for the parties to begin to discuss

Longer term

For the longer term, there are other matters which require attention. The use of turnover for the measurement of margins is illogical and potentially damaging. It discourages mergers—especially vertical mergers—between efficient companies, since profits might expand more than turnover, but creates a motive for buying up inefficient companies analogous to the old practice of buying tax losses. A measure based on value added would avoid these distortions. The fact that the code discourages cost-cutting investment, demonstrated on a case-by-case basis by the Bank of England, is a glaring fault, though not the easiest to put right. Above all the Government must show that it recognises that the Code as it stands simply will not do as a permanent rule for pricing, whatever the political problems of reforming it.

The lira

None of this will solve the longer term problem which is that the Communist Party controls about one-third of the electorate and seems likely to be able to demand and get a share in the Government after the elections. But there is also a short term problem which, if it is not dealt with quickly, will make the longer term prospects even worse. This is that Italy is in danger of becoming ungovernable and ungovernable. The collapse of the lira is, in reality, a political phenomenon. If there is no government, no amount of foreign loans will prop it up and, of course, there will come a point when foreign loans are no longer obtainable. The very worst possibility would be for the situation of the past few months to continue until elections become unavoidable when Parliament's five year term expires next Spring. It is therefore in everyone's interest to seek to gain control now. The political parties can best do this by striving for a measure of co-operation. Sig. Zaccagnini's re-election, however small the margin, could just bring this about.

Yesterday's naming of Sir Jules Thorn's successor as chairman of Thorn Electrical Industries ends one of U.K. business's most drawn-out succession sagas. Christopher Lorenz examines Sir Jules' achievements over 40 years and looks at the tasks facing the man chosen to replace him.

New directions for Thorn

ONE of the most drawn-out succession sagas in the history of British business appears to have come to an end. Yesterday afternoon, nearly five and a half years after Sir Jules Thorn, now 76, first talked publicly of retiring "within a year," he formally told the Stock Market, his 82,000 employees, and the world, that he would be stepping down this August as chairman of the company which bears his name.

Thorn Electrical Industries was founded as a public company exactly 40 years ago, a decade after the young Jules Thorn had come to Britain as representative for an Austrian gas mantles company. In the half-century since he went independent by selling other people's lamps and radio components, his company has successfully challenged the established business order in one sector after another—pre-eminently in lighting, but also in radio, television and domestic appliances. The company now has annual sales of nearly £1bn, more than 80 factories, and a level of profitability in the current recession which has surprised even the optimists. A track record which has earned Sir Jules repeated accolades from the establishment he once challenged from outside.

Ability to surprise

In a style which befits a brilliant entrepreneur with an unsurpassed ability to surprise competitors and colleagues alike, Sir Jules has now confounded many people with his choice of successor, and the manner of his going. For several years Sir Jules was thought to be looking for a successor who was universally known in the business world, possibly with a title to boot. Over the past year, attention shifted to a possible merger which might in some way solve the succession problem (and provide such a personality), and give Thorn Electrical Industries the major diversification (geographically, in terms of products, or, preferably, both) it needs if it is to reduce its dependence on consumer products in the U.K.

The appointment of Mr. Richard Cave, chairman of Smiths Industries, to what, it is stressed, will be a permanent rather than a stop-gap position, must at the least put back any thought of a merger between Thorn and a company such as Hawker-Siddeley or EMI. Both have recently been serious contenders, partly because either move would make diversification sense—at least from Thorn's point of view—but also because both Sir Arnold Hall

and Mr. John Read admirably fitted Sir Jules' original criteria for his successor. One of the most immediate uncertainties in the new situation will still centre round personalities: the future relationship between Mr. Cave and Mr. Jack Strouger, who has served at Sir Jules' side for 30 years and whom Sir Jules once saw as his successor, either completely or as chief executive under a part-time chairman. Mr. Strouger is now 60,

involved in the building of his company, often delegating less than he should, and continuing to receive even daily reports on the turnover of certain divisions. Mr. Strouger's behind-the-scenes achievements have been extremely impressive—from piloting the crucial Radio Rentals merger in 1967-68 to master-minding the telecommunications link with L. M. Ericsson in 1973—but, like all long-serving lieutenants, he has had a senior officer who could

For the past six years Thorn has been given an increasingly decentralised structure, at all levels: the widely-spread engineering side has been split into three divisions, for example. In 1973 an executive Board was created. This consisted of nine people, whose average age of 47 was some 10 years less than that of the main Board, even if Sir Jules' age was left out of account. A year later, four of these new appointees (aged between

trouces and appliances). A further cent is in lighting, a vital section of which depends on consumables. Engineering, into which Strouger is particularly favoured diversifying, for only 18 per cent. A per cent of last year were in the U.K. with per cent in Continental—an improvement on position, but well above ideal balance.

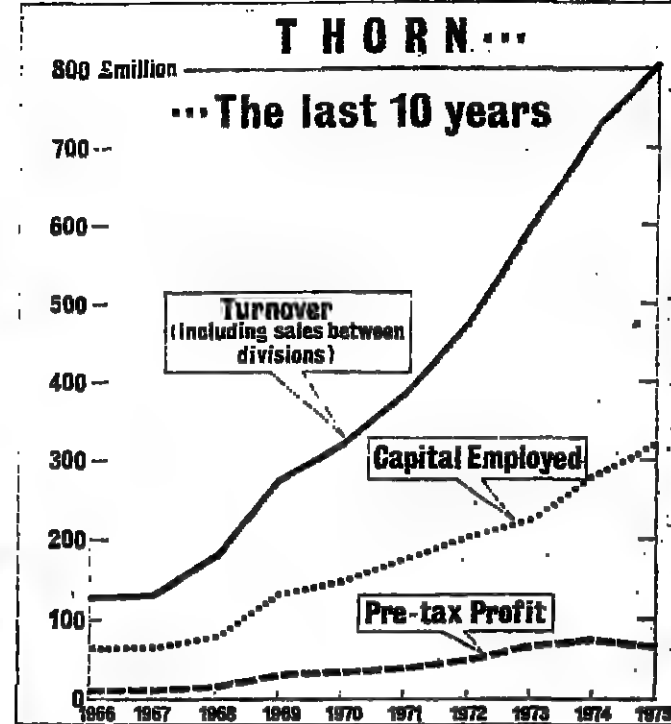
Candidate tipped

Since 1970 a series of exploratory talks has been held with Sir Jules, who has been especially with the German family-owned and TV group, at the Hawker and EMI. Various U.K. candidates have tipped, some with some (like Plessey, though relationships have stayed away here), others on questionable basis (cently Rank). None, options has been adopted. Thorn has also failed to a number of lesser-known (especially in Europe) have come its way, as have served well to be based: Smiths Industries now be added to the possible candidates. There are several judging this situation to elite Sir Jules' preference for the "light brown goods" business (TV, etc.) over anything could be described as goods. This, plus his secure a maximum in the mind "line," has made him, layed Board, bank at opportunities.

Another view is that many was wise to de-resources to financing expectedly rapid build colour-TV rental since to continuing to invest manufacturing capital domestic appliances. But there is a growing feeling in the City and also in parts of the company—that more might now on, it can be argued have been done to achieve the will generate as much substantial geographic and which will be free for product diversification which has Sir Arnold W. several top executives advocated has at GEC. Unlike more than five years ago. Thorn's scope for development is as follows: 63 per cent limited. Mr. Cave's task of its turnover is in purely con-to establish new direct sumer products (consumer elec-growth, and new alian

Caught out badly

The company's top management has been taught but badly only once in recent years: the misreading of demand for small layout Board, bank at opportunities. The strength of Japanese competition, which (admittedly aided by swings in Government here purchase and tax restrictions) forced this year's closure of a new £20m. colour tubes plant at Skelmersdale, Lancashire. But there is a growing feeling in the City and also in parts of the company—that more might now on, it can be argued have been done to achieve the will generate as much substantial geographic and which will be free for product diversification which has Sir Arnold W. several top executives advocated has at GEC. Unlike more than five years ago. Thorn's scope for development is as follows: 63 per cent limited. Mr. Cave's task of its turnover is in purely con-to establish new direct sumer products (consumer elec-growth, and new alian



Left: Mr. Richard Cave, currently chairman of Smiths Industries. He takes over as Thorn's chairman in August. Right: Sir Jules Thorn, who bows out after 40 years after founding the company.

four years older than Mr. Cave, and Sir Jules, it seems, came to the view that someone well under this age should succeed him. Mr. Strouger is approaching the retirement age in many companies; at Thorn, things are obviously more flexible, but only last year Mr. Vernon Coffee, architect of the company's success in domestic appliances, retired at 82.

Considerable uncertainty

Mr. Strouger's position might have been less difficult under a part-time chairman, as was envisaged in 1973, but with a full-time appointment, there will be considerable uncertainty over who is to act as chief executive—a title held by no one in Thorn at present. Sir Jules' statement three years ago that his executive functions had now been handed over to Mr. Strouger may have been accurate in theory. But Sir Jules continued to live the only life he knew—day-to-day

never quite bring himself to hand over full command. Last night the indications were that Mr. Strouger would be staying under the new leadership, but only time will tell whether he sees this as a lasting situation.

In his time with the company, Mr. Strouger has seen almost all its seminal developments, with the major exception of Sir Jules' early challenge to the international lamps cartel, and wartime recognition by the Government that the company's manufacturing operations were needed for the national effort. But it was the move into fluorescent lighting and fittings in 1947 which really laid the foundation of Thorn's lighting success. In a strategy which he, Mr. Strouger and Mr. Coffee were to repeat in the sixties and seventies with colour TV tubes (RCA), refrigerator manufacturing (Bauknecht) and telecommunications (Ericsson), Sir Jules imported lighting technology from America in the U.S. (now part of General Telephone and Electronics) — thereby avoiding

fighting an almost lone battle against the lamp cartel, the wheel came full circle in 1963, when Sir Jules was asked to take a majority holding in AEI's lighting division. The full purchase was pulled off in a controversial week-end coup during the GEC-AEI battle in 1967.

A few months later followed the acquisition which more than any other has shaped Thorn Electrical as it exists today—the £185m. purchase of Radio Rentals, which roughly doubled Thorn's size overnight. It was considered over-expensive by many executives and City analysts, but the rental income has done much to protect the company's profits through several economic recessions, including the current one. Mr. Strouger's handling of the complex takeover helped him into the managing director's seat in 1970. From that year a series of changes in management structure have received little attention from outside but which are vital in considering the question of the company's future.

MEN AND MATTERS

Cave's second family firm

Smiths Industries, where the surprise choice for Thorn Electrical Industries' new chairman has so far spent his working life, moved smartly to settle its own lines of succession with all the available places being filled in-house. As Richard Cave, 56, leaving the Smiths chairmanship for the Thorn job next September, put it yesterday: "We're totally sorted out"—so no speculation required. His successor, managing director Eric Sisson, 61, began outside Smiths. After being an apprentice at Hawker Aircraft, he joined the old Imperial Airways and was an engineer officer on the world-wide clipper boat services which continued operating during the war. He went to Smiths from BOAC in 1955, becoming managing director in 1973.

Smiths' other two changes involve director William Mallinson, 53, taking Sisson's place, and 37-year-old Roger Burn, who joins the Board from a divisional managing directorship. Like Sisson and Mallinson, he is a technical background, starting with an apprenticeship at Rolls-Royce Motors in 1956. As for Cave himself, he was the first outside the Smith family to get to the top of the company, his predecessor, Ralph Gordon-Smith, being a fourth-generation member of the family which began commerce with clockmaker Samuel Smith in the middle of the last century.

Cave broke off an engineering degree course to join the army and then went to Smiths in 1946. His first job there was to run the commercial side of the Radiomobile car radio company, jointly owned with HMV, then just a few days old.



"I see that even the courts are taking note of inflation."

A younger Liberal

In picking Alan Beith to succeed Cyril Smith as Liberal Chief Whip, Mr. Thorpe has elevated the second youngest member of his parliamentary party to replace the heaviest. The youngest is David Penhaligon, 32, and Beith is just one year older. An MP since he won the by-election at Berwick upon Tweed in 1973, Beith has already gained for himself the reputation of being a skilled parliamentarian, but while his position within the parliamentary Liberal Party seems secure, his membership of it is not. He won his by-election with a majority of just 73 in a five-way fight, and his most comfortable victory to date was in the February 1974 election when he won by 443 votes in a three-way contest. In October 1974, his lead was cut back to 73.

Outside Parliament Beith is one of the lesser-known Liberal MPs. He has an academic background—after studying at Balliol and Nuffield colleges at Oxford he went on to Newcastle University as a lecturer in politics—and has also had considerable local government experience. In addition he has found time to become a Methodist preacher and as one Liberal Party official said last night, "We don't really think of him as one of the youngest MPs."

Odd pair?

With all eyes concentrated on who will be next into 10 Downing Street few people yesterday spotted a couple of interesting departures. After lunch the unlikely duo of National Enterprise Board chairman Lord Ryder and James Goldsmith were seen leaving together and neither they nor No. 10 were

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Observer

POLITICS TO-DAY: THE NEXT PRIME MINISTER

The growing power of the Premiership

EVERYONE loves a horse race, which excludes anybody outside the circle of Westminster. The best, the contest, the Labour leadership lacks. But still, the British public has not had so much fun in its politics since the great race for the premiership. This sporting element, which has been heard of by the fastidious in the first few days, seems to be a thoroughly good thing. Anybody that enters people to be however, obliquely, about the nature of their Government for a few weeks must be regarded as a plus. Yet it is a pity if the emphasis on personalities completely obscures some of the more permanent institutional nature that election raises.

There has never been an election for the Prime Ministership as such. The question which inevitably arises is whether or not the electoral process that happens to have chosen the 515 members of the Parliamentary Labour Party is the right one. Conventions, who are officially used to be redrafting their leadership election rules, have never really faced the question of what happens when a leadership election is held during a period of their office. Is the Queen's prerogative to which they have sworn declared undying devotion to be maintained, or is it to be adapted to the new circumstances?

One difficulty in answering this question lies in discerning what development, if any, in the office of Prime Minister has taken place recently. Beneath the gigantic variations caused by the individual talents of those who have held it, and the transient political problems to which it has had to be adapted, the office has been remarkably stable. It is true, to take the central example, that the Prime Minister's office has been headed by a former civil servant, but this is a tradition that has been maintained since the early 1950s, and it is not clear that it is a tradition that is being challenged.

Difficulty

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Sir John Hunt, the present Cabinet Secretary (left), and Lord Trend, his predecessor (right). In practice the Secretary regards himself as mainly the servant of the chairman of the Cabinet.

Crossman himself, having put forward a very sharp "Prime Ministerial" thesis in his famous introduction to Bagehot, was persuaded by four years' experience as a Cabinet Minister to the more "collective" view expressed in his Godkin lectures. Although his common consent, Mr. Harold Wilson was at this period an extremely active Prime Minister who started in a position of commanding dominance over the rest of his team. Mr. Edward Heath took office in a dominant position as the result of his unexpected victory in the 1970 election, and became still more dominant as time went on. Mr. Wilson (Mark II) has been, by contrast, very much the traditional primus inter pares, the solution of Parliament at a time of his own choosing. These are the powers which have given Prime Ministers since the late 18th century the whip hand, and the fact that certain Cabinet posts more or less fill themselves or that some Parliamentary disaster may drive a Government from office will only partially or occasionally diminishes them.

Letters to the Editor

Nationalised industries

Mr. A. Norris.
As one who worked for many years in the civil service, and who has now done so on a nationalised industry, I am tempted to comment on the nationalisation of the railways. The fact that the railways have been nationalised is a fact that is not in dispute. The question is whether the nationalisation has been a success or a failure. The answer to this question is not simple. It is true that the railways have been able to operate at a profit since they were nationalised. It is also true that the railways have been able to provide a service that is of a high standard. However, it is also true that the railways have been able to provide a service that is of a high standard. It is also true that the railways have been able to provide a service that is of a high standard.

A tale of no account

From Mr. M. Greener.
Sir, The banking fraternity has, for some considerable time, been afforded certain privileges as to information disclosed to the public. It is interesting to hear the reason why such protection is extended, "de facto" if not "de jure", to the organisation known publicly as "Access" and legally as "The Joint Credit Card Company". This company was formed by the three big banks that fell to the Barclays first. It is a private company with a share capital owned equally, so far as the equity is concerned, by the Midland Bank, NatWest and Lloyds. What matters is that it is not a bank but a commercial venture, and by virtue of being a private company and not strictly a subsidiary of any of its three owners, it is not subject to the same public scrutiny. Although it differs from the Barclays organisation by being a legally separate company rather than a division of one bank, it could be tarred with the same brush in so far as Barclays does not seem to wish the dealings of its offshoot to be known either—there is no mention in the published accounts of the bank.

The law provides that companies such as Access should file an annual return for the scrutiny of those who have time to inspect the files at Companies House, but anyone doing so would be better advised to seek some other manner of wasting his time. Annual returns, in theory, give information to the public, but in practice they are merely a cloud of words. The main reason for this is that the "Joint Credit Card Company" in its latest return, is for the year to March 1975, enjoyed a turnover of some £7.7m, made a profit of nil and, on that basis, was fundamentally unprofitable. It is interesting to note that the most progress was made in the year to March 1975, when the turnover was £7.7m, the profit nil, and the company was fundamentally unprofitable. It is interesting to note that the most progress was made in the year to March 1975, when the turnover was £7.7m, the profit nil, and the company was fundamentally unprofitable.

Organisations for small firms

From the Secretary, British Association of Metal Finishers.

Sir, I refer to the letter from Mr. Stevenson (March 24) regarding yet another organisation for small firms. My own company is a member of several organisations, including the CBI, Chamber of Commerce, Association of Independent Businesses, etc., but we feel that these organisations do not serve any particular need. Our own organisation, which is small indeed, comprising metal finishers mainly from Lancashire and Yorkshire, meets monthly and at these meetings we discuss many problems which are peculiar to the industry that we work in. No other large organisation could serve such a purpose. We are therefore of the opinion that small trade organisations are very essential.

Speaking with one voice

From Mr. C. Simeons.

Sir, Having delivered his commercial (March 24) for his own organisation, Mr. Stevenson agrees with small firms that small firms need one voice to be effective. Specialist organisations usually have a local or regional focus, but they do not speak with one voice. The CBI certainly cannot be seen to be the voice of small business, because it derives its strength from big business and can speak for all those it claims to represent at the same time. The local authority services, on the other hand, are able to speak with one voice.

Local authority services

From Mr. B. Feldman.

Sir, Geoffrey Drain's response (March 19) to my letter on the privatisation of local authority services was as predictable as it was confused. He makes the quite unwarranted assertion that local authorities inevitably provide cheaper services than private contractors. I would make two points here. The first is that the cost to the ratepayer of paying for privately run services must, per se, be less than the cost of running services controlled by local authority monopoly, otherwise the local authority would not have accepted more expensive private tenders. Secondly, what will emerge from this exercise in privatisation will be the comparative true costs of running local services. After all, the private contractor will have to calculate and state the true cost of the operation to his business, or he risks bankruptcy. The same calculations and statements will also have to be made by local authorities, who will have to face

Consumer alarm

From The Baroness Phillips.

Sir, David Mitchell (March 23) is not alone in registering alarm about the proposal to tax gas. This Alliance-Wonderland notion, apparently put forward on the grounds that gas is "too cheap", has prompted consumer organisations, once they recovered from their initial astonishment, to register the strongest possible protest. The overriding need is to keep prices down, not force them up artificially, and the Government must stand firm against this cock-eyed, indeed dangerous, piece of muddled thinking.

The price of gas

From Mr. K. Markland.

Sir, In echoing the sentiments expressed by Mr. David Mitchell, MP, in his letter (March 23), I add that it would doubtless be most comforting for the electricity and coal industries to take advantage of any imposed rise in gas prices. In view of their lamentable records to date, however, it is doubtful whether they would be capable of capitalising upon such divine intervention. Despite the gas industry's effective—some would say, superior—all-round management/worker performance, its average per-capita salary/wage bill still lags behind its equivalents in the other two industries. Achieving parity of remuneration for all concerned would, therefore, appear to be one way of ensuring that gas prices increase or conversely, that electricity and coal prices decrease.

Equity bank

From Mr. O. Lee.

Sir, I found the analysis of the equity bank made by Mr. Viggers (March 24) impeccable but, considering the conclusion to be wrong, I agree that the fault at present is in the underlying assumption that the level of profits on industrial investment is satisfactory. It is not and has not been for at least 15 years. What, then, can be done about it? By attaching managerial action strings to their investments, institutions could ensure that "their" companies make adequate profits, because in the last resort they can get their way by threatening to call in their loans as the NEB is doing at British Leyland. Where institutions provide equity, however, the position is not so clear cut and to exert any real leverage they might have to work through one or more non-executive directors. There are ways of doing this without direct involvement or interference. As I understand it, the proposed equity bank will be able to adopt both these approaches and in my view should be set up as quickly as possible, if only to show the City and the country how to ensure that positive investment in industry can be made to earn its fair reward whereas current passive investment does not. It is high time that he who pays the piper should begin to call the tune. Prospective participants and customers might prefer to get money without strings, but it is not at all certain that it is to their and the country's best interests for them to continue to do so.

Attracting passengers

From Mr. E. Dring.

Sir, I regret having to bring the problem of the railways before your readers in yet another guise, however, I believe that comment is required on the following information recently received concerning fare structures. A first class single fare from Euston to Northampton costs £3.80, a return fare £7.55, but a day return fare only £4. How is it that British Rail can carry a passenger in one day for the equivalent of 20p, and on another, just because he is overnight, for £3.75? It can, in my opinion, only mean that British Rail could make a profit and attract passengers at the lower rate but believes it contrary to the public interest so to do and therefore charges the higher rate to frighten off passengers.

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a Parliamentary seat is a far more serious business than in the past. There are other classic weapons in the Prime Minister's armoury which are now more powerful than before. The most obvious of these is the "divide and rule" principle. The rapidly increasing complexity of government has justified—and indeed to some extent made essential—the increasing use of the Cabinet Committees of an ad hoc character to deal with particular problems. Both Mr. Heath and Mr. Wilson have resorted to this method of doing business in a massive way and the result has undoubtedly been to increase the Prime Minister's capacity for bending decisions his way.

For one thing, he decides which committees should be set up and who should be their chairman and members. For another, much business that might formerly have come before full Cabinet is now settled in the smaller and more easily handled bodies or, if it does come up to the full Cabinet, is handled in a more perfunctory fashion. Sheer pressure of work is tending to make individual Cabinet members less well-informed about subjects not in their direct portfolio and therefore less inclined than ever to take strong positions where their own immediate interests are not involved. A more controversial question is whether the enormous change that has come over the central capability of the Government since 1964, now constitutes a genuine Prime Minister's Department on Continental lines—albeit in a still rather rudimentary form. There has been, first of all, the growth in the Cabinet Office, as such, by more than 50 per cent to its present strength of 680 since

1964. Then there is Mr. Heath's innovation of the Central Policy Review Staff (the think tank). And finally there is the Wilson (Mark II) introduction of a more politically oriented Policy Unit under Dr. Bernard Donoughue. Present constitutional theory states that these institutions are at the service of the collective executive, the Cabinet, and not the prerogative of the Prime Minister. Connoisseurs will have enjoyed an almost comically strait-laced statement of this theory by Mr. Heath and Lord Trend, the former Cabinet Secretary on Radio 3 recently. Strictly speaking, this is quite true—though less obviously true in the case of the Policy Unit, which in effect works directly to the Prime Minister, than in the case of the CPRS and the Cabinet Secretariat. But two facts pollute the purity of the doctrine. The first is that the Cabinet Secretary, now Sir John Hunt, in practice regards himself as the servant principally of the chairman of the Cabinet—indeed Mr. Wilson himself once incautiously stated in an interview in 1968 that the Cabinet Secretary was for practical purposes the Prime Minister's Permanent Secretary. The other fact is that whatever theory proclaims, the Prime Minister is the chief customer for the products of these central units. The CPRS and the Policy Unit enable him to conduct an independent check on the policies of individual departments; and the Cabinet Office enables him, through the Civil Service network, to exert influence and gather information from the farthest reaches of Whitehall.

This is a capacity which was not available before 1970. It would have been unthinkable at any earlier stage: for, as a Conservative ex-Chancellor remarked the other day, the Treasury in its heyday would have strangled anything like the CPRS or the Policy Unit at birth. The struggle for pre-eminence between the Cabinet Office and the Treasury which has been raging ever since 1965 is now virtually settled in favour of the former—and the chief beneficiary is the Prime Minister.

It is highly significant that the great issues of the last two years—the Common Market, devolution, and Northern Ireland—have been dealt with by special units in the Cabinet Office co-ordinating the activities of the departments primarily concerned. Co-ordination in these fields has, in practice, become Prime Ministerial control. Peculiar

All this does not mean that Mr. Wilson's successor is going to trample all over his colleagues immediately. The peculiar situation in which the Labour Party now finds itself and the accidents of time and generation have obscured the underlying structure of Prime Ministerial power. Mr. Wilson's fourth administration unlike his first and second has been a medieval monarchy in which the throne has been surrounded by a group of powerful feudal barons. The kingdom and certainly the King—could not survive an attempt to remove every issue. The King, settling on in years, had lost some of his will to impose himself upon the peers. His successor, having no sanctity acquired by custom, will have to go still more cautiously. But the power is still imminent in the "monarchy" and over a period it must tell.

GENERAL

Security Council begins debate on charges that South Africa committed aggression by sending troops to Angola.

Mr. Anthony Wedgwood Benn, Energy Secretary, speaks at Labour Party rally, Harlow.

CBI State Intervention Committee meets.

Mr. Alex Park, chief executive, British Leyland, speaks at Foreign Press Association lunch, London.

Industrial Society conference on Employment Protection Act, Mayfair Hotel Theatre, W.1. Speakers include Mr. Albert Booth, Minister of State, Employment, and Mr. Jim Mortimer, chairman, Advisory, Conciliation and

To-day's Events

Arbitration Service, and Mr. Clive Jenkins, general secretary, Association of Scientific, Technical and Managerial Staffs.

Sir Alan Marre, Parliamentary Commissioner for Administration (the Ombudsman), is among speakers at seminar on "A Bill of Rights for Britain," Polytechnic of Central London.

PARLIAMENTARY BUSINESS
House of Commons: Private Members' motions.

COMPANY RESULTS
Bosston, Clark and Co. (full year), Phillips' Lampshade Holdings (full year), Yorkshire Chemicals (full year).

Arbitration Service, and Mr. Clive Jenkins, general secretary, Association of Scientific, Technical and Managerial Staffs.

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The Prudential Assurance Company Limited.

The unaudited results for the Company for 1975 are set out below with comparative figures for earlier years.

The Directors have declared a final dividend of 3.412p per share payable on the 27 May next. This, together with the interim dividend of 2.00p per share declared in September last, makes the total for the year 5.412p. Adding an imputed tax credit of 35.65ths, the equivalent gross dividend is 8.326p per share, which is the maximum permitted, and compares with 7.711p per share for 1974.

As a consequence of the improvement in the market value of our investments during 1975 our life assurance liabilities have been valued at lower rates of interest. These liabilities and the amount required to meet policyholders' bonuses have thereby been increased and this has enabled the progress of transfers to the Profit and Loss Account from life business, which was disturbed in 1974, to be resumed.

	1975	1974	1973	1972
Life:	£m	£m	£m	£m
Surplus	186.2	136.5	155.4	140.1
Policyholders' bonus	174.7	127.7	146.1	131.6
To Profit and Loss Account	11.5	8.8	9.5	8.5
Non-Life:				
Underwriting profit [loss]	(2.0)	(4.7)	4.1	3.5
Investment income	9.7	6.3	5.3	3.2
Taxation	7.7	1.6	9.4	6.7
To Profit and Loss Account	4.1	1.4	5.1	4.3
Profit and Loss:				
Life	11.5	8.8	9.5	8.5
Non-Life	4.1	1.4	5.1	4.3
Account:	2.5	1.9	1.8	3.4
Profit for the year	18.1	12.1	16.2	16.2
Retained profits	3.3	0.6	5.8	5.6
Dividend cost	14.8	11.5	10.4	10.6
Equivalent gross dividend per share	8.326p	7.711p	6.729p	6.240p

Earnings per share are not appropriate for life assurance business and have not therefore been given. For the Prudential group as a whole the net surplus assets for non-life business as at 31 December 1975 represented approximately 42% of the non-life premium income for the group.

Bonuses on participating life and annuity business have been declared as follows:

Ordinary Branch Assurances (United Kingdom)		
(a) Reversionary bonus:	£3.80*	(£3.50)*
(b) Terminal bonus for policies issued in 1974 (1973) or earlier, payable on claims by death or maturity in the twelve months commencing 1 April 1976. (Examples shown below.)		
Year of issue		
1936	£98.00	(£89.50)
1946	£75.20	(£68.50)
1956	£47.00	(£40.60)
1961	£31.00	(£24.60)
1966	£15.30	(£9.70)

Industrial Branch Assurances		
(a) Reversionary bonus:	£2.60*	(£2.60)*
(b) Terminal bonus for policies issued in 1972 (1973) or earlier payable on claims by death or maturity in the twelve months commencing 1 April 1976. (Examples shown below.)		
Year of issue		
1936	£39.50	(£39.50)
1946	£68.50	(£68.50)
1956	£40.60	(£40.60)
1961	£24.60	(£24.60)
1966	£9.70	(£9.70)

Group Pension Business (United Kingdom)
The rate of annual bonus under deferred annuity contracts has been increased to 6.00% compound (5.50% p.a.) and under cash accumulation contracts to 3.90% (3.45% p.a.). Terminal bonus rates have also been increased.

Other Business
The rates of bonus on United Kingdom personal retirement annuity plans have been increased and increases have been made in some bonus rates for overseas business.

Prudential

The Prudential Assurance Co. Ltd. 142 Holborn Bars, London EC1N 2NH.

National Day

أحمد بن محمد

More than a five-minute wonder

like Brent where gas output is associated with oil production. The outcome of this is that the British gas industry must build additional flexibility into the supply system. It already has the concept of interruptible industrial contracts—where supplies can be cut off at times of peak demand—and this is likely to remain. British Gas would also like to see the retention of at least the two power stations at West Thurrock and Hams Hall, the Midlands stations which are capable of being operated on either gas or coal feedstock.

British Gas is planning to increase its flexibility in the long

term by installing substitute natural gas (SNG) capacity initially to meet peak winter demand and eventually to take over from offshore natural gas supplies, when all the commercial reserves have been exploited.

Option

This is why the development of the new method of making SNG is so important. It will give the U.K. another option: present SNG capacity is based on naphtha feedstock. It is likely that the first big coal-fired, commercial-scale SNG plants will be built in the U.S. where demand for natural gas has already outstripped supplies. Indeed, results of the latest SNG gas tests have just been presented to U.S. energy officials.

The development of SNG in the U.S. will be watched with interest by the British gas industry. For there will come a

	1965/66	1967/68	1969/70	1970/71	1972/73	1973/74	1974/75	1975/76 ^a
Coal ('000 tons)	17,490	13,606	5,948	3,411	579	400	28	7.3
Oil ('000 tons)	2,722	4,917	4,610	2,727	1,432	1,398	759	284.1
Liquid Petroleum Gas ('000 tons)	824	924	624	454	278	192	58	34.0
Natural Gas (m. therms)	313	662	3,065	5,227	10,482	11,760	13,419	13,470.5

^a 50 weeks to mid-March

Source: British Gas Corporation

This is why the development of SNG is the new method of making gas so important. It will give the U.K. another option: present SNG capacity is based on naphtha feedstock. It is likely that the first big coal-fired, commercial-scale SNG plants will be built in the U.S. where demand for natural gas is already outstripped supplies. Indeed, results of the latest British Gas tests have just been presented to U.S. energy officials.

The development of SNG in the U.S. will be watched with interest by the British gas industry. For there will come a day when they will gaze at

But with new gas discoveries still being made, with the prospect of secondary exploration below the present production strata and with the Corporation determined to husband its offshore supplies, there seems little likelihood of Britain having to rely heavily on SNG before the turn of the century.

Kuhn, Loeb & Co. **The First Boston Corporation**
March 25, 1976

March 25, 1976

Sumitomo White Weld Limited

Algemeene Bank Nederland N.V.	American Express Middle East Development Co. s.a.l.
Arab Finance Corporation s.a.l.	Arab Trust Company k.s.c.
	Arinfi Limited (Arab International Finance Co.)
Bank of Credit and Commerce International S.A.	Banque Arabe et Internationale d'Investissement (B.A.I.I.)
Banque de l'Indochine et de Suez	Banque Libano-Française s.a.l.
	Citicorp Gulf Finance Ltd.
Crédit Commercial de France (Moyen-Orient) s.a.l.	Crédit Lyonnais
	Credit Suisse White Weld Limited
European Arab Bank (Brussels) S.A.	Robert Fleming & Co. Limited
	International Financial Advisers k.s.c.
Investment and Finance Bank s.a.l.	Kidder, Peabody International Limited
	Kuwait Financial Centre, s.a.k.
Kuwait Foreign Trading Contracting & Investment Co. (s.a.k.)	Kuwait International Finance Company (KJFCO)
Kuwait Investment Company s.a.k.	Merrill Lynch International & Co.
	J. Henry Schroder & Co. s.a.l.
Smith Barney, Harris Upham & Co. Incorporated	Société Générale de Banque S.A.
	Swiss Bank Corporation (Overseas) Limited
Union Bank s.a.l.	Union Bank of Switzerland (Securities)
	Union de Banques Arabes et Françaises—U.B.A.F.

March 1976

red for
oil

WALL STREET OVERSEAS MARKETS

Early moderate profit-taking: off 5 £ & \$ weaker

BY OUR WALL STREET CORRESPONDENT

NEW YORK, March 25.

MODERATE PROFIT-TAKING on Wall Street today halted the sharp two-day advance, and the market eased from its three year high.

By mid-day the Dow Jones Industrial Average, at 1004.01, lost 5.20 of its previous 27 points two-day rise, and the NYSE All Common Index came back 25 cents to \$54.90, while declines outnumbered advances by a seven to four margin. Trading volume, however, decreased 5.2m. shares to 10.40m, compared with noon yesterday.

Some analysts said that from a technical standpoint the market yesterday and Tuesday may have gone up a little too fast and now was merely pausing to "catch its breath."

Other analysts, meantime, said that believed investors became a little cautious ahead of the weekly U.S. banking figures, which often provide some hint of future U.S. monetary policy and interest rate trends. The figures were scheduled to be released late in the day.

Government reports of the surging economic recovery, coupled with a favourable outlook for a number of industries this Spring and Summer have been major factors in this week's rally.

Oils, which have been pacesetters in this week's rally, were mixed. Continental Oil moved ahead \$1 to \$87.40, Superior Oil rose \$3 to \$108.40, Atlantic Richfield was up \$1 to \$94.00 and Exxon gained \$1 to \$89.00. Getty Oil was up \$1 to \$169.00.

Halibut, an oil-drilling firm, was off \$1 to \$132.00, it agreed to invest in Ebasco Services Inc. under a Consent Agreement with the Justice Department.

Heavily traded Texaco put on \$4 to \$26; on over 120,000 shares it reduced prices of some diesel fuel and heating oils.

Polaroid dipped another \$1 to \$365 on more than 150,000 shares. Eastman Kodak, off \$1 to \$118.00, is expected to introduce soon an instant camera to compete with Polaroid.

Xerox were down \$1 to \$61. Honeywell \$1 to \$473. Monsanto \$1 to \$201. Hughes Tool \$1 to \$111. Caterpillar Tractor \$1 to \$251. and Colt Industries \$3 to \$44.

Du Pont were down \$2 to \$149 and U.S. Steel gave way \$1 to \$80.

The American SE Market Value Index was up another 0.47 to 105.18, while turnover totalled 12.9m. (13.5m.) shares.

Imperial Oil "A" added \$1 to \$25.

OTHER MARKETS

Canada easier

Canadian Stock Markets generally eased in moderate trading yesterday morning.

The Industrial Share Index lost 0.23 to 192.36. Golds 1.13 to 308.77. Western Oils 0.25 to 21.82. Utilities 0.75 to 136.17 and Banks 1.28 to 258.34. Base Metals rallied 0.25 to 90.13 and Papers put on 0.55 to 130.28.

Shell Canada gained \$1 to \$162 on 31.85 shares, while Imperial Oil gained \$1 to \$241 on 25,928 shares.

PARIS—Narrowly mixed in thin trading. Banks were generally lower in reaction to tighter hire purchase conditions.

Foodstuffs, Constructions, Chemicals, Engineering Equipment and Metals all gave ground. But Electricals were firmer, and Dairies Stores were slightly higher.

In the Foreign sector, Americans were higher but Gold Mines eased. BRUSSELS—Mainly lower in quiet trading under the influence of the Government's proposed austerity measures.

Steels gave ground. Non-Ferrous Metals mostly declined, while Electricals and Utilities were little changed.

In higher Chemicals, Geysert moved up Frs.24 to 1350. Oils declined. In generally lower Holdings, Cohepa fell Frs.24 to 1102.

U.S. shares were mixed to steady. French issues improved. German and Dutch shares were steady, while South African Gold Mines eased.

AMSTERDAM—Shares eased in dull conditions. Shipbuilding reports were depressed by a Ministry report calling for large capacity cuts.

Mechron rose Fr. 1.50 on news it will pay a final dividend. Van Gelder fell slightly after passing its 1975 payment.

State Loans were narrowly mixed in more active trading. GERMANY—Shares lost a little ground on some early month-end liquidation.

In Banks, Commerzbank D13 to 203 and Deutsche D11.50 to 218.10. Among Motors, BMW lost D13.50 to 287.50 and VW D10.50 to 132.30.

Klosternecker-Werke dipped D11 to 125. Thyssen D11.5 to 143.20 and Mannesmann D12.5 to 378.

The Bond Market was mixed to easier with falls extending up to DMO.35. The Authorities intervened only marginally to balance out the market. Mark Foreign

SWITZERLAND—Markets fluctuated narrowly in moderate trading. Banks were irregular, insurance incline easier apart from Balotte which rose after

announcing the issue of Participations Certificates.

Leading Industrials generally edged lower. State Bonds were quietly steady.

Among Foreign shares, Dollar stocks were predominantly higher. Dutch issues barely steady, while Germans were lower.

OSLO—Industrials and Banks were firmer. Insurance quiet, while Shippings were slightly irregular.

VIENNA—Breweries gained ground, while Constructions were neglected. COPENHAGEN—Generally higher in fair dealings.

MILAN—Selectively higher in subdued trading, influenced by the bank workers strike.

TOKYO—Mainly lower in fairly active trading. Volume 240m. (200m.) shares.

Motorists lost ground on reports that small car sales in the U.S. were slowing down. Toyota Motor fell Y25 to 725 and Nissan Y14 to 501.

Motor Accessories, Department Stores and Light Electricals all declined.

Komatsu added Y15 to 366 and Mitsui Mining moved up Y70 to 530.

Kyocera moved up Y100 to 3200 and Matsushita Electric Trading added Y60 to 2000. Matsushita-Kotobuki Y60 to 1030 and Kyushu Matsushita Y30 to 1030.

HONG KONG—Lower in moderate trading. Hong Kong Bank were down 30 cents to 21.40. Hong Kong Land 25 cents to 8.00. Jardine 40 cents to 1.20. Hutchison 17 1/2 cents to 2.05 and Hong Kong and Kowloon 20 cents to 16.90.

JOHANNESBURG—Market was extremely quiet, with little reaction to the news South Africa will withdraw from Angola.

Gold shares eased in line with the bullion price. Financial Minings also were easier. Industrials firmed on fair demand.

AUSTRALIA—Unsettled in listless trading. MLC rose 3 cents to \$3.80. BR South put on 5 cents to \$3.10 and AAR gained 3 cents to \$3.75.

Woolbushes were 3 cents better at \$4.07 and Pyrophillips picked up another 3 cents to 20 cents in a heavy turnover.

Pancontinental came back 20 cents to \$12.80. Club Armed 3 cents at \$3.95 and Horizon were up 5 cents to 70 cents.

In Constructions, Lead Lease picked up 4 cents at \$3.15.

Sterling and the U.S. dollar lost ground to major currencies in a generally quiet and featureless foreign exchange market yesterday. The trade weighted average depreciation of the pound, as calculated by the Bank of England, widened to 33.7 per cent, as the close over the previous day. The depreciation at noon stood at 33.7 per cent, and 33.6 per cent in early dealings. With slight speculative pressure on the European snake and nervousness over the Labour Party leadership, Sterling failed to maintain its modest upturn of the past two days. In terms of the dollar the pound opened at \$1.9275-1.9285, and fell to \$1.9300 before intervention by the Bank of England steadied the rate at \$1.9320-1.9330. The pound finished at \$1.9320-1.9340, a loss of 35 points on the day.

The trade weighted average depreciation of the dollar, on a Morgan Guaranty basis, widened to 2.31 per cent from 2.13 per cent on Wednesday.

The Belgian franc fell below half way on the European joint float closing at 37.375-37.384 against Frs.38.67 in terms of the dollar, amid concern over the effectiveness of Government measures to defend the currency.

In the London bullion market, quiet trading and a small amount of selling, saw gold lose \$1 to \$193.137 (197.71) for domestic delivery, and in international

dealings, its premium over the gold content was 2.53 per cent.

FOREIGN EXCHANGES

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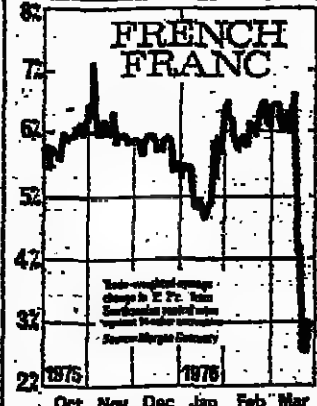
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OVERSEAS SHARE INFORMATION

NEW YORK

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STANDARD AND POORS

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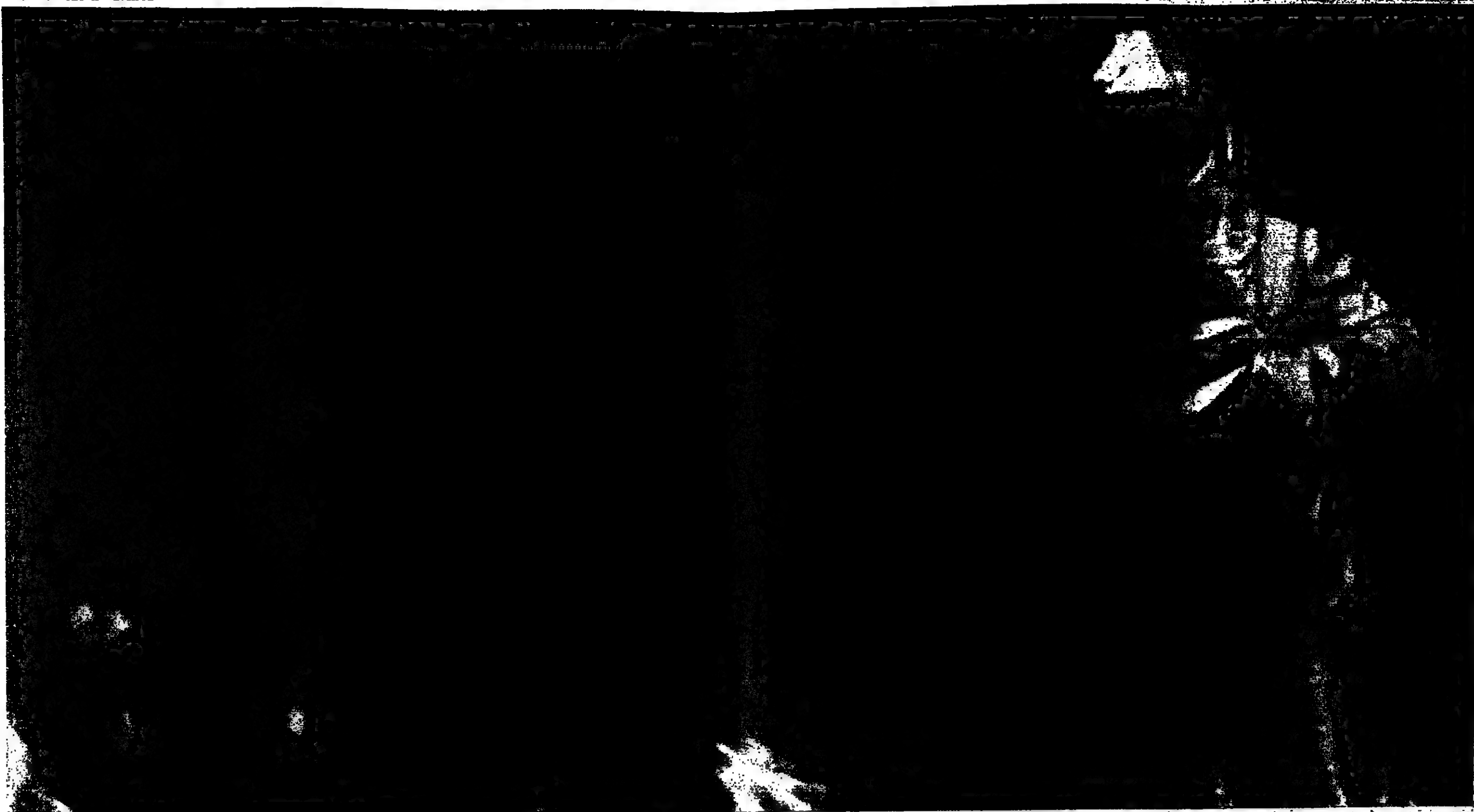
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"Midland Bank helps us expand at the rate we choose"

-Tom Martin Jnr, Joint Managing Director of The Asbestos & Rubber Company Ltd of Hull.

Since the development of plastics, The Asbestos & Rubber Company's name no longer describes its product range accurately. This is because the Company has always been responsive to new developments and needs.

In 1884 it manufactured and sold mainly sports equipment. Now, 92 years later, the ARCO Group has diversified into the manufacture and distribution of plastics, asbestos and rubber-based products and protective clothing for industry—and into specialist contracting.

"If we have been successful," says Tom Martin, "then it may be because of the old-fashioned concept of service by skilful staff."

"About 40% of our sales are products manufactured to the individual requirements of our customers. The remainder of our orders are despatched from stock—generally on the same day that the order is received."



Left to right: Stephen Martin, Joint Managing Director; Tom Martin Snr, Chairman; Tom Martin Jnr, Joint Managing Director.

A Time of Expansion

The Asbestos & Rubber Company Limited has Tom and Stephen Martin as joint Managing Directors. Their father, Tom Martin Snr, is Chairman.

Since 1967 the Company has grown—stimulated by independence and sound resources.

Today the ARCO Group comprises four manufacturing and six mainly merchanting branches. It markets a comprehensive range of industrial products under the ARCO label.

Midland Financial Support

"Our recent period of growth was made possible by greatly expanded market penetration," says Stephen Martin, "particularly

to the petrochemical and associated industries.

"But Midland Bank's support was essential. We've relied on their advice in our acquisition deals and in increasing our stocks."

"We also do a lot of foreign business, and we rely on Midland Bank for advice, letters of credit, documentation, and checking the credit-worthiness of potential customers."

"In the 75 years or more that we've banked with them, Midland's help and understanding have been invaluable."

Business expansion calls for many kinds of financial support that still leave you free to develop in the way you choose. Your local Midland branch can provide you with further details on the range of services available from Midland Bank Group.



Midland Bank Group

Principal trading companies: Midland Bank Limited, Clydesdale Bank Limited, Clydesdale Bank Finance Corporation Limited, Clydesdale Bank Insurance Services Limited, Scottish Computer Services Limited, Northern Bank Limited, Northern Bank Development Corporation Limited, Northern Bank Executor and Trustee Company Limited, Northern Bank Trustee Company Limited, Midland Bank Trust Corporation Limited, Midland Bank Finance Corporation Limited, Forward Trust Limited, Midland Montagu Leasing Limited, Griffin Factors Limited, Midland Bank Trust Corporation (Jersey) Limited, Midland Bank Trust Corporation (Guernsey) Limited, Midland Bank Insurance Services Limited, The Thomas Cook Group Limited, Thomas Cook Limited, Thomas Cook Overseas Limited, Thomas Cook Bankers Limited, Samuel Montagu & Co. Limited (Incorporating Drayton), Drayton Montagu Portfolio Management Limited, Northern Bank Finance Corporation Limited, Midland Montagu Industrial Finance Limited, Jersey International Bank of Commerce Limited, Bland Payne Holdings Limited, Bland Payne Limited, Bland Payne Reinsurance Brokers Limited, Bland Payne (UK) Limited, Southern Marine & Aviation Underwriters Inc, Bland Payne Australia Limited, London American Finance Corporation Limited, Guyerzeller Zumwalt Bank AG.

10/10/80

FINANCIAL TIMES REPORT

Friday March 26 1976

PAPER AND BOARD

With the world's paper mills now gearing up for increased production, many companies are counting the cost of the paper and board industry's worst crisis since the war. There have been casualties during the prolonged recession, but overall the industry appears to have weathered it well.

Signs of an upswing at last

THE ABILITY of companies to withstand a prolonged period of unprofitable production stemmed primarily from two factors: firstly, the period before the recession was one in which prices rose sharply and profits were generally good, and secondly, the industry was not panicked into dropping prices and making their poor position even worse. As a result it is emerging fairly confident that it can meet the needs of its customers, although the problem of low investment in new mills and machines remains as acute as ever and the predictions about impending shortages are now about to be proved right or wrong.

The United States, which

accounts for more than 40 per cent. of world production of paper and board is, as always, the major influence on the world market. Europe, which produces and consumes around 27 per cent. of the total, is usually the first to be affected. In the U.S. destocking is generally accepted as complete and many North American mills are now back to full production. Germany and other EEC countries are moving similarly, with the UK responding more slowly.

However, the return to higher levels of production is perhaps best seen in the context of the European industry's structure, which has undergone very considerable changes and is faced with a great deal more. Recent work by the European Confederation of Pulp, Paper and Board Industries goes a long way to pinpointing the factors which will have a bearing on the industry's future.

The nine countries of the Common Market make up 78 per cent. of the paper consumption of Western Europe and the Common Market's demand is met 61 per cent. from domestic production and 39 per cent. from imports. About 55 per cent. of these come from the Nordic countries of Finland, Sweden and Norway and a

further 15 per cent. from North America and the balance from other countries.

In Western Europe there are at present about 1,700 paper mills operating, around 280 mills have disappeared over the past decade, involving the loss of 10,000 employees, while in the same period productivity has risen by an estimated 80 per cent. It is certain that this process of concentration and the withdrawal of marginal mills will increase with the level of competition.

Questionable

According to the UN Economic Commission for Europe, the pulp and paper industry in the Common Market covers more than 90 per cent. of its pulpwood requirements from its own sources, and raw material availability will remain roughly in balance until 1985. In 1974 there was also a rough balance between production and consumption of chemical pulp and mechanical pulp. In Western Europe, but the EEC countries could cover only 25 per cent. of their pulp demand from their own production. Of the necessary imports 50 per cent. were provided from the Nordic countries and 33 per cent. from North America.

It is now generally recognised that the apparent pulp crisis in 1974 was no more than over-buying and was replaced by a worldwide stock surplus of an estimated 4m. tonnes, but in the long term a supply gap of long fibre pulp (softwood) has to be expected, according to a recent CEPAC paper. Realising this, it says, Western Europe has planned a capacity expansion of 3m. tonnes up to 1979, but the achievement of this seems questionable.

Waste paper consumption amounts at present to 28 per cent. of the total fibre use, representing a similar 28 per cent. of paper and board consumption. The increase in waste paper recovery and utilisation by only 1 per cent. would diminish fibre demand by 400,000 tonnes a year. The estimated increase in Western Europe of 3.7m. tonnes in recovery and 3.0m. tonnes in utilisation by 1980 therefore seems unrealistic, because this estimation is based on exaggerated forecasts in growth of paper consumption. According to CEPAC attempts at controlling stocks in order to stabilise prices have until now met with failure, but in the long term appear to be necessary but difficult to realise.

It appears that the industry

has to be prepared for lower than traditional growth rates in consumption, a factor which recent studies on future demand have not taken fully into account. Instead of the figure of 3.5 per cent. growth a year between 1970 and 1980, once predicted, is now more likely to be between 2 and 3 per cent. Capacity expansion plans will have to be adjusted accordingly.

A number of major points have emerged from the CEPAC discussions: one is that Europe has become a net exporter of paper and board and this may well increase. In 1974 Western Europe had a total demand for about 40m. tonnes of paper and board and about 2m. tonnes were imported, while 2m. tonnes were exported. Growing demand in developing countries is seen as the reason.

Developing

On prices, it was felt that the days in which a low inflation rate could be compensated by increased productivity are over, and thus the industry's only course of action is to use costs as the criterion for pricing policy. It is also vulnerable to increasing energy costs, environmental control, which can affect competitive positions.

Guidelines for the industry, taking into account a more changeable trading environment than has been experienced previously, suggest that companies should be prepared for more modest growth rates, while

nevertheless taking advantage of growth possibilities. They should give priority to rationalisation and the use of the most modern technology, improve raw material planning (particularly in relation to re-cycling) and continually update and, if necessary, postpone investment plans.

On wages and salaries, companies are advised to intensify discussions on collective agreements. Price increases should take future investment into account and wages should be linked to productivity. National governments are expected to play a major part in promoting the industry; they should adopt an optimal afforestation policy, extend research facilities, remove any measures which distort competition and improve forecasting methods.

It is clear that Brussels wishes to speed up the harmonisation of policy in member countries and now that the immediate problems of the industry have become less acute, they will take the opportunity to press ahead. The industry, particularly in the U.K., has to face up to duty-free trading by 1984 and a decrease in duty protection against third countries. Industrial policy has to be thrashed out bearing the environmental problems more and more in mind: fiscal policy will have to take account of the industry's competitive position and last, but of utmost importance, exchange rates must be adjusted to actual buying power.

Lorne Barling

Increasing capital requirements

BOWATER Corporation raised close on £22m. via an issue to shareholders last June, making the 56th rights issue of 1975; some City pundits would not be surprised to see Reed International, the other giant within the U.K. paper industry, follow suit before very long. These facts—one actual and one anticipated—reflect both the way the business cycle is now rising for the paper trade and the pressure on working capital requirements that this upturn is creating.

The paper industry worldwide is now emerging from one of the deepest cyclical troughs ever seen, and the recession has inevitably left its scars. In the U.K. mill after mill has been closed in recent years; at the same time the major companies have continued to diversify their activities.

But the industry leaders are still largely paper makers. Bowater is mostly a newspaper manufacturer, Dickinson Robinson tends to concentrate on specialty papers and packaging while Reed is widely spread between newspaper and general paper and board. Together with Wiggins Teape (part of the BAT group) these companies constitute the bulk of the U.K. paper industry. They may differ on basic production but they all face the prospect

of healthier trading conditions towards the end of 1976, and these should last through 1977 and 1978.

In general the paper industry is highly geared both operationally as well as financially. This stems partly from the inherent disadvantage of manufacturing some paper within the U.K., which in turn helps explain why so much U.K.-owned paper-making plant is based overseas. Paper making in this country throws up a number of cost disadvantages. The lack of substantial forest reserves in the U.K. leaves the trade heavily dependent on imported pulp—mostly from Scandinavia and Canada. At the same time the high cost of energy in this country tends to make U.K. production less economic than in countries where both raw materials and energy sources are in more plentiful supply.

Protected

Historically, the paper industry has been partly protected from this unfavourable position. But this protection—in the shape of import tariffs—was removed towards the end of the sixties. Moreover, import tariffs meant that until recent years an unduly high proportion of U.K. paper production was tied up in newsprint—rather than high

added-value products where pulp and fuel costs could represent a lower proportion of selling prices. Import tariffs were finally phased out in 1967, and it is interesting to note that over the ten years to 1973 imported newsprint as a percentage of total U.K. consumption rose from 30 per cent. to 43 per cent.

However, at the present time the U.K. paper industry is beginning to look its healthiest for many years. Both Reed and Bowater have yet to report some depressed profits for 1975, but for 1976 and 1977 the earnings picture within the industry should brighten significantly. Reed's profits for 1975 are likely to fall to, say, £35m. before tax, which is their lowest level for four years and compares with 1974's £86m. But the upturn now being felt in the North American economy—where along with Bowater the Reed group derives a large proportion of its profits—is now beginning to restore margins. And for Reed, which is probably the most highly geared among the U.K. paper groups, profits recovery should be dramatic.

Founded in 1894 in Kent, Reed has developed over the past decade from a largely U.K.-based paper and board manufacturer to a diversified international operation. The initial impetus to this change came against the background of receding import tariffs. At the time the group's profits outlook was clearly bleak and Reed embarked on what has proved a fairly continuous programme of acquisitions. The group's first move was to consolidate its position in the paper and board industry by expanding its operations outside the U.K., and in 1961 it acquired a majority stake in Anglo-Canadian.

With this purchase Reed became a major Canadian paper-maker, a position which it further secured by the construction of two large kraft mills in that country, Prince George Pulp in 1964 and Intercontinental Pulp in 1967. At about this time Reed began to acquire some of its former customers, notably stationers Spicers and the packaging specialist Field as well as Wall Paper Manufacturers. At about this time Reed began to grow rapidly—and to a point where it overtook the International Publishing Corporation which owned 28 per cent. of Reed. By 1970 the group was generating about

three times the amount of profits produced by IPC and thus Reed became the latter's master, taking IPC under its wing and simultaneously cancelling a large minority holding.

More recently, however, Reed expansion has been undertaken outside the U.K., notably in Australia, New Zealand, South Africa and Europe, Holland especially. Whereas in 1965 just under 30 per cent. of Reed's profits originated overseas this proportion had increased to well over half by 1974. The company remains heavily reliant on its paper making interests but it has diversified geographically and has built up strong trading positions in allied trades—printing, publishing and the building product industries.

Borrowings

Reed emerged from its financial year to March, 1975, with borrowings higher by more than a third at around £256m. net of cash balances. Bowater ended 1974—three months earlier in the declining cycle—with borrowings barely changed at around £200m. But both companies are highly geared financially: Reed's net capital employed was barely 21 times more than debt a year ago while tangible shareholders' assets were somewhat less at £218m., including minority interests. Working capital pressures were the major culprit with stocks rising by more than half to around £290m.

During the year to March 1976, Reed's borrowings will certainly have increased further, a large part of which will be attributable to the acquisition last December of the South African group Amalgamated Packaging. But the outlook for the group's profits in 1976-77 is encouraging, with the international market for paper and paper products showing signs of a marked recovery, and profits overall should make substantial recovery strides—possibly reaching close to £60m. before tax.

At Bowater, profits will be lower for 1975—possibly by around 15 per cent. pre-tax—but as with Reed the outlook is encouraging. As a major newspaper print group, Bowater is further ahead in the North American cycle, and some brokers estimate 1976 profits at around £64m., against £59m. of 1974.

Jeffrey Brown

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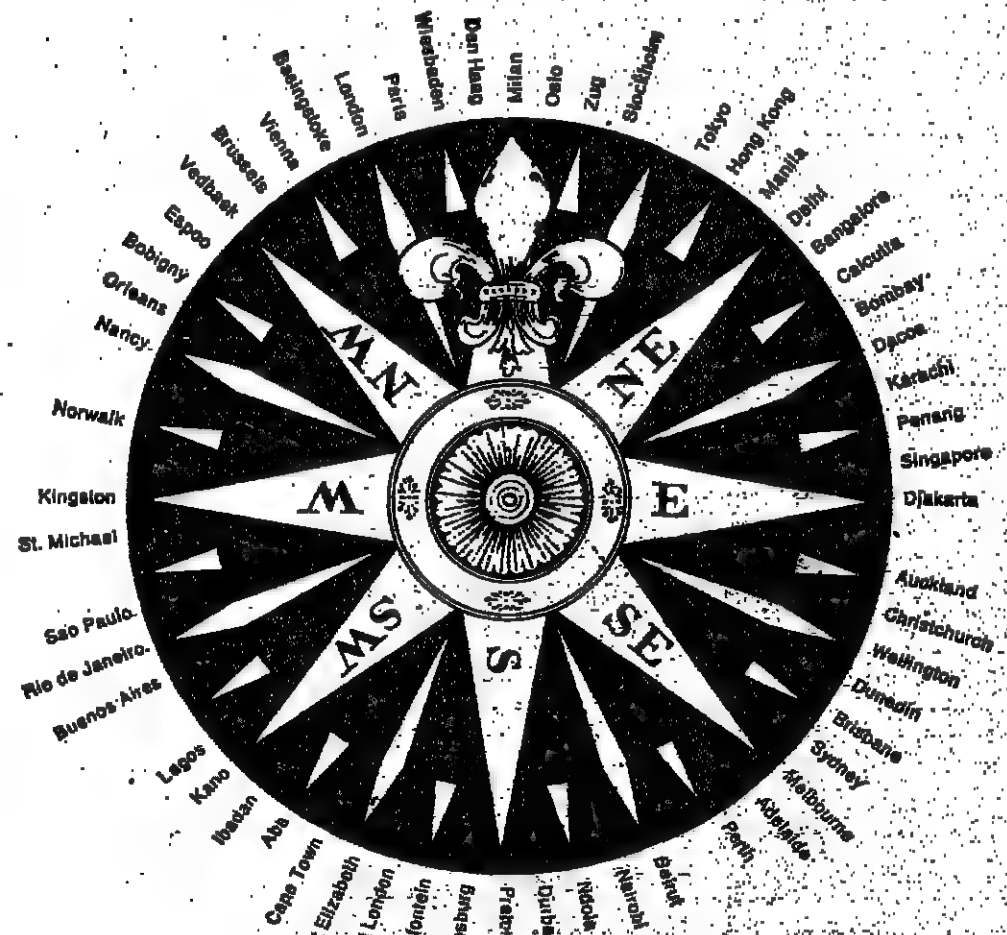
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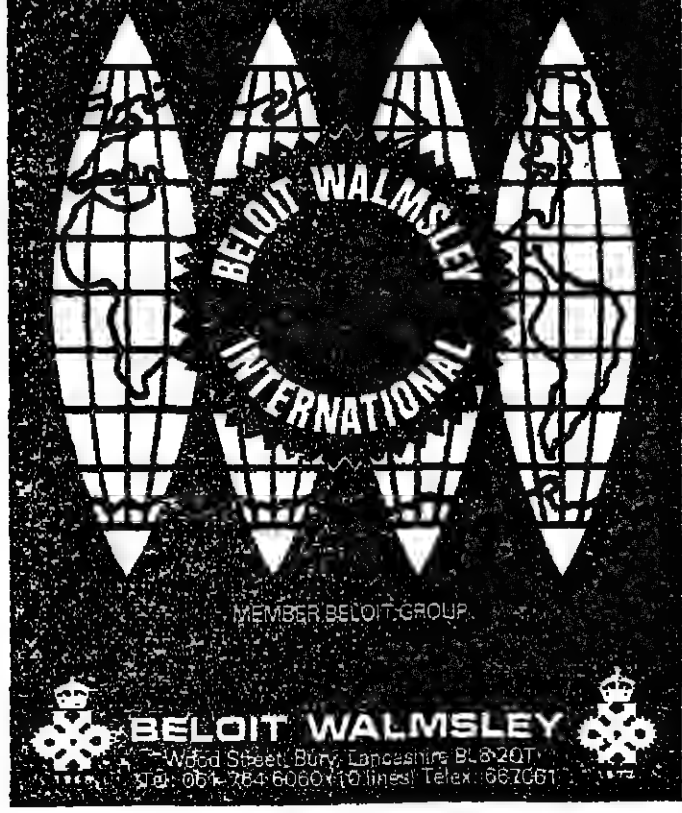
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PAPER AND BOARD II

Technology does its bit

THE STATEMENT that in several technologically advanced countries many of our industrial activities, apparently aimed at an overall improvement in efficiency of production or better manufacturing economics, are—if considered in a wider framework—wasteful and, sometimes positively harmful, is causing controversy. Many ecologists advance this theory, particularly insofar as nuclear power and advanced transport systems are concerned. On a less lofty plane, the statement has been partly proved by the failure, or partial failure, of recycling schemes other than those which can be tightly circumscribed and controlled.

It is one thing to elaborate increasingly complex materials such as high art papers, or multi-component plastics. It is another to make use of these complex materials when they become scrap or waste, even when they are available at or close to a process line. When the cost of collection and transport is added, total input in the form of heat, fuel, power and man-hours becomes prohibitive. This is despite the large inputs in the first place.

In other words there is a danger that for political or other motives, countries can become obsessed with substitution and develop what could be called "ersatz mania".

This applies at the highly elaborated end of industry and it is one of the reasons why such organisations as the Wolfson Foundation in Cardiff is seeking simple methods of coping with industrial by-products into which a large amount of processing work has gone.

Bacteria

These methods include the use of "tamed" bacteria to carry out further elaboration with minimal energy input. Lower down the scale in the paper and board industries, recycling is a part of life and some extremely ingenious design work is going into the establishment of plant built to ensure that the end-product based on recycled materials will bear comparison with that made from new pulps.

For instance, a Reed and Smith group company, Wansbrough Paper Company, at Watchet in Somerset, has spent two years and something like £300,000 to develop a process and install plant appropriate to taking paper sacks used for bagging animal feeds and turning them into a substitute for imported pulp, a raw material for which prices are on the increase.

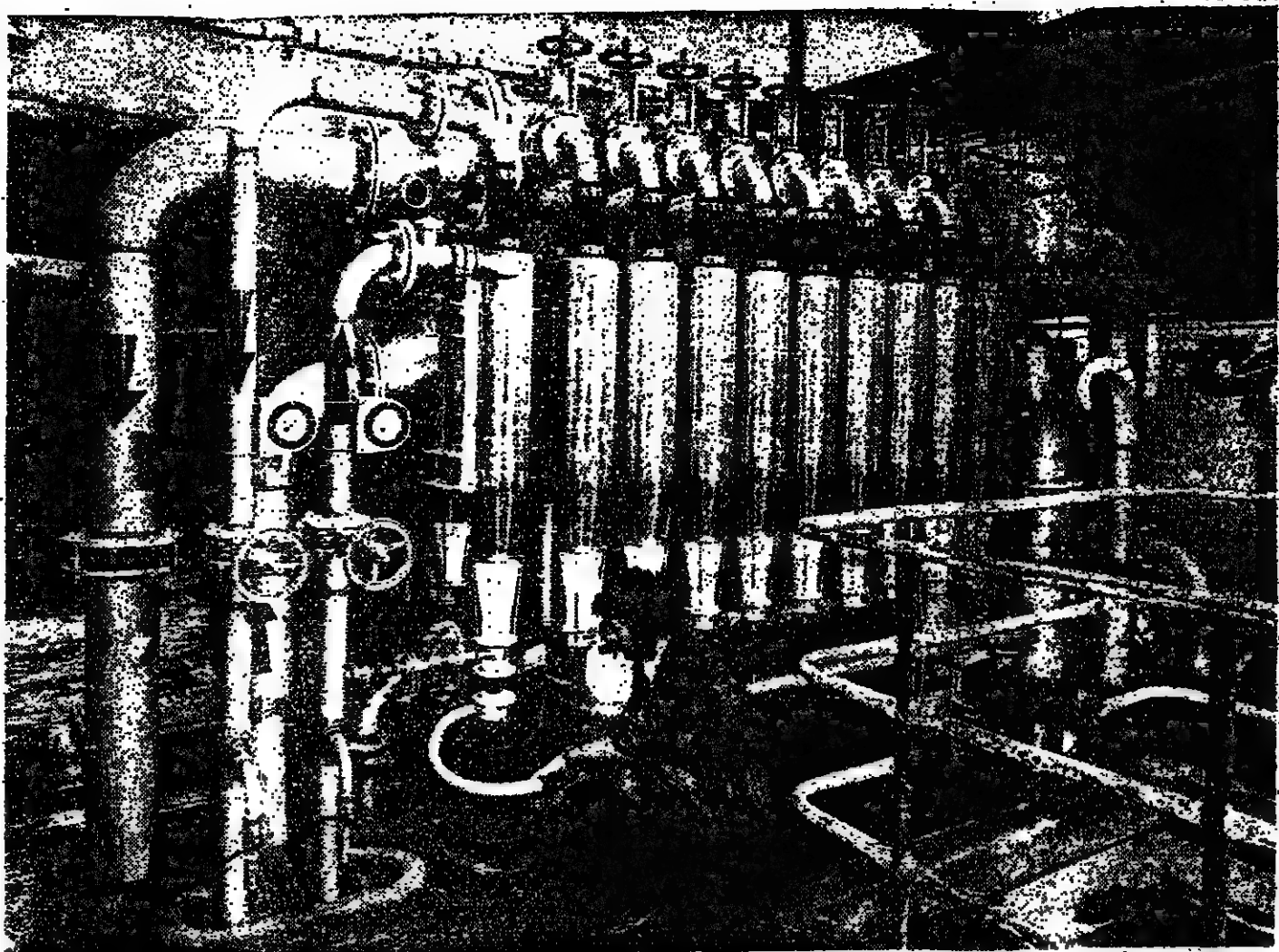
The starting point is baled baux which in addition to the "contraries" normally found in waste—staples, string, plastics—also have residues of metal and often wet strength bonding and bitumen-coated layers. All that would be needed to complete a difficult processing picture is the "stickies" that come from pressure-sensitive adhesives that the Packaging Industry Research Association some time ago learned how to remove from pulps.

Sweden, which can be regarded as a good example of pulp suppliers in general, reduced output of chemical market pulp during 1975 by 400,000 tons to 3,760, tons, but this has to be compared to the record year previously. Their production of paper and board during the year also decreased substantially and utilisation of capacity was low, reaching about 70 per cent. of capacity for the majority of qualities. Production of all market pulp decreased by 13.5 per cent. to 4,340, tons and a total of 8,340, tons of chemical, semi-mechanical, semi-chemical and mechanical pulp, both for marketing and for the integrated production of paper and board, were manufactured.

Swedish authorities have released figures showing that the recession affected the deliveries of mechanical pulp severely, decreasing the amount to half that of 1974, with exports amounting to only 252,000 tons, the lowest annual figure since the 1940s. The fourth quarter of 1975 showed some improvement in the deliveries of chemical pulp but low shipments of mechanical pulp continued.

The severe financial problems which Swedish pulp and paper companies would otherwise have experienced and indeed have had to pass on in higher prices have to some extent been offset by Government subsidies for stockpiling, introduced in the spring of last year. Under the regulations subsidies were granted for increased stockpiling of fully- and semi-finished products providing that employment in the company was maintained for a period. But the scheme has been criticised as coming too late to offset the production losses experienced previously.

It is clear that pulp prices will have to be raised soon to offset rising costs and to retrieve the position which has been lost in the past 18 months during which mills have been operating at a loss in many parts of the world. On the other hand, the very substantial price increases imposed during the last period of high demand are unlikely to be repeated, particularly during a period of expected slow return to high production of paper and board.



Grubbens Albia thin-stock cleaners at The Wansbrough Paper Company's factory.

Plant which has been set up to cope with the various problems includes a Watford dispersion unit, Grubbens-Albia thin-stock cleaners, an Escher-Wyss Abriser and two Joyce purifiers.

Waste is pulped and then passed to the Abriser which removes plastics, string, and so on. The purifiers take over and feed the pulp to the Watford plant which disperses bitumen and concentrates the pulp.

This is not the end since fine particles of dirt or meal are removed by the Albia cleaners before the pulp goes to the paper-making stage. These machines originate in Sweden and are the first of their type to operate in Britain. The end product of all this is a brown paper used for the manufacture of bags that, Wansbrough asserts, cannot be distinguished from "pure paper".

So much depends on a constant supply of waste sacks that a company has been formed in the group to deal with this vital question of supplies. R. and S. Waste collects, sorts, grades and hauls the waste. But the company expects to supply its growing requirements still from sources it used before this move.

Next to substitution by recycled materials comes substitution by competing materials—a whole family of plastics on which a great deal of time and development money has been spent, both to produce a material suitable for the selected purpose and to teach users how their processes should be adapted to cope with

new or slightly different properties. Plastics materials have made significant inroads on the packaging market for wrapping tissues and bags—part of their penetration into packaging on a wide front. They are also continuing to advance into various sectors of the printing industry despite the effects of the vast increase in petroleum prices.

Plastics materials have made significant inroads on the packaging market for wrapping tissues and bags—part of their penetration into packaging on a wide front. They are also continuing to advance into various sectors of the printing industry despite the effects of the vast increase in petroleum prices.

Market

Because the world market both for petroleum derivatives and for pulp defies prediction at the moment, it would be a brave man who would launch out into large synthetic paper production, or large-scale use of such materials.

When the plastics paper chase started in Japan in 1968 with a report from that country's senior science agency that by the end of ten years in Japan alone 2m. tons of synthetic papers based on plastics would be used each year, a number of companies stamped—particularly as the Japanese appeared convinced that with mass production plastics feedstocks would come down in price so much that they would compete with newsprint pulps.

Vast increases in supplies of polymer raw materials and continuing shortages of timber with inevitable price increases were anticipated. Certainly the latter became true, but the former never came anywhere near predictions and not only because the projected tonnages represented a large proportion

of installed capacity for polystyrene and high density polyethylene.

A more staid view from a manufacturer of plastics papers is that they should be considered as an extension to existing print media—pending such time as second generation products absorb the printer and end-user of the very high degree of technical control and awareness of the product needed to produce what admittedly can turn out to be an excellent job.

Nevertheless, plastics and chemicals companies in Japan, the U.S. and Europe have put and still are putting so much into this sector of their development effort that it is clear the consensus still must be for a major market for plastics papers at some time in the future when world economies have recovered.

It is also a significant factor that production units for plastics papers can be one-tenth the size of pulp-based plants and still be economical. For instance, BXL moved into a new plant at Clacton for the production of about 1,000 tonnes a year of Polystyrene high density polyethylene paper as recently as last June, the official opening being in December. This paper, of which over 80 per cent. is exported, is used very largely in products which need to stand up to particularly tough handling, providing water-resistance as a bonus.

But there are at least 12 companies in the plastics printing materials market and while all of them can point to performance tables which will show that for all the characteristics which go towards printability, their products are

correct adhesive, thus market plastics paper deal of education to both of the end-user printer and converter.

In an effort to lower of plastics papers, their properties closer of conventional paper deal has been done film densities under conditions. This paper with a filled film under conditions w adhesion between m and solid filler is ex that cavities form a filler particles.

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Experts in the ar be not a little dis the efforts of market organisations, who duced several ma paper in appraisals a paratively, superficial penetrations over a by a lot of products widely varying prop. It is not surprising tend to say there is tive to developing a p resting it on the m this to a large exte been done where a p proved successful.

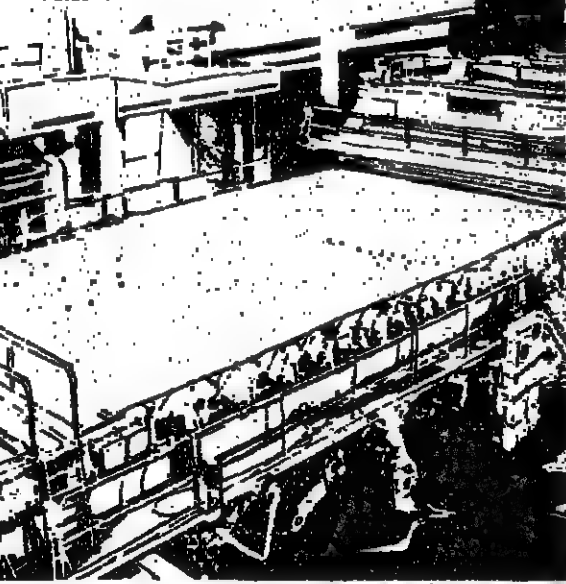
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Continued on next page

PAPER AND BOARD III

Threat to supplies of waste

THERE HAS been considerable disappointment in the U.K. paper industry that the Government seems to have turned its back on proposals for a stock support scheme which would iron out the very severe fluctuations in demand for waste paper.

Last year 46 per cent. of the British paper industry's fibre requirements were provided for by waste paper. Another 8 per cent. came from home-grown timber and the remaining 46 per cent. was imported. So the industry is working hard to lift the percentage of recycled paper it uses—for good commercial, as well as ecological, reasons. Waste paper is a much cheaper raw material and its increased use must have an effect on imported pulp prices—and might stop them rising as fast as they might do otherwise.

The cost of imported raw materials in 1974 is estimated at £270m. and it would be running at well over £300m. a year if market conditions were anywhere near normal.

The industry argument is that the 1970s have seen such severe fluctuations in demand for its paper products that the structure of the waste paper collection industry is in danger of complete collapse. Throughout the 1960s, in the bad years the paper producers not once saw demand fall by more than 3.5 per cent. on the previous year (but that was bad enough to cope with). In 1971 the slump was of 12.5 per cent. and that unheeded drop was eclipsed by the 1975 performance which showed demand for paper no less than 20 per cent. below the 1974 level.

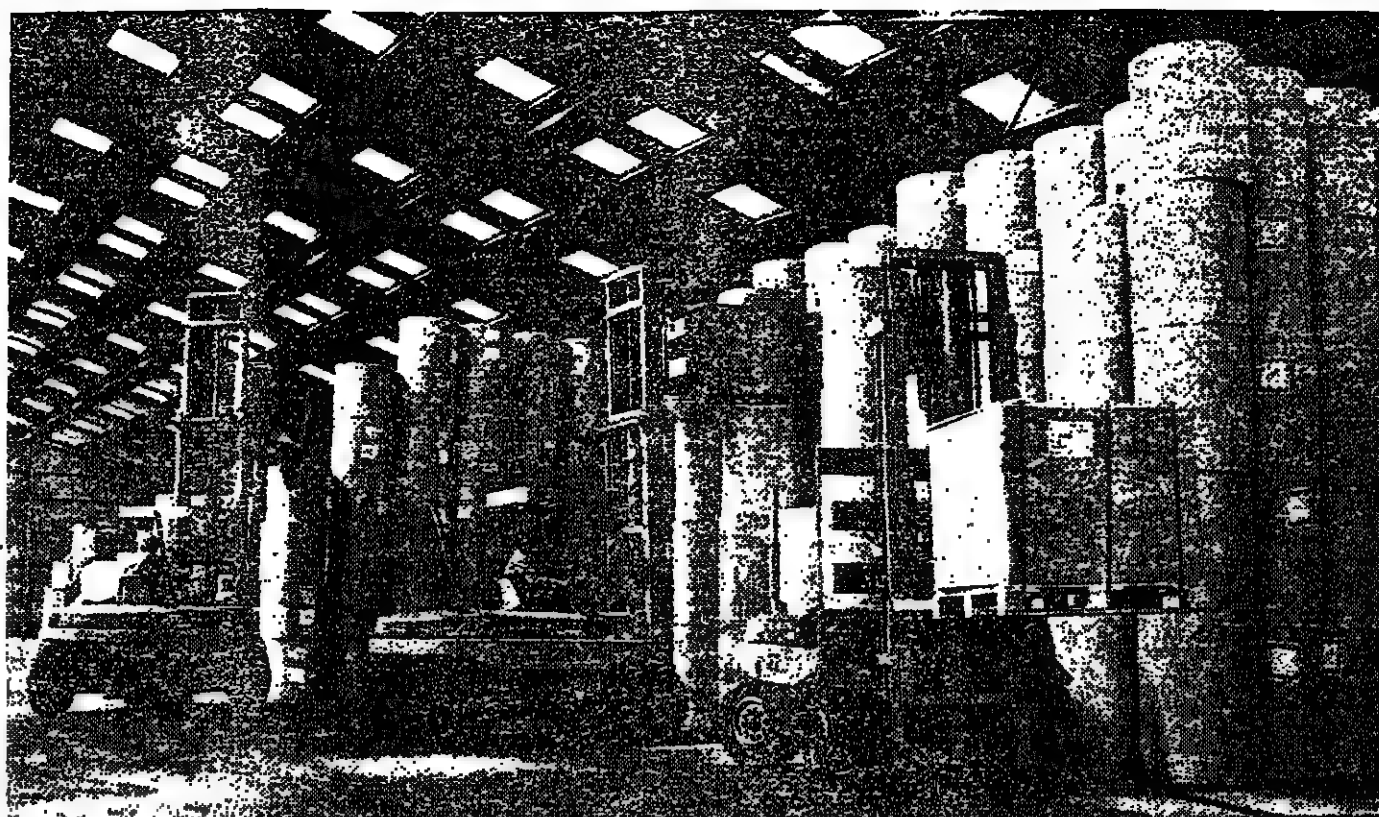
In these conditions there is no way the industry can earn enough to keep stock above normal levels. Months ago waste paper stock levels in the industry reached 240,000 tonnes and have not been allowed to rise any further. At this level the industry has £12m. or more of working capital tied up in stocks.

Plummeted

Naturally enough the price of waste paper has plummeted to the point where in many cases it is just not economically worthwhile to collect it. Local authorities in the light of the stringent new financial restraints they are facing from central Government, are closing down unprofitable waste paper collection operations and it will take an enormous amount of persuasion to bring them back into the business again when demand picks up. They will simply point to the inevitable cycle of demand and say it is not worth employing people, buying equipment and collection vehicles unless they can have some kind of guarantee that there will always be a fair return on the investment.

The industry can point to its medium-term target of raising the quantity of waste paper used as raw material from the 2.1m. tonnes used in 1974 (first year is ignored as being an aberration for the industry) to 3.1m. tonnes sometime in the early 1980s. This forecast was originally meant to reach fulfilment in 1980 but the recession has dampened optimism a little. And there can be no guarantee about the fluctuations in demand from one year to the next.

Without the local authorities, where is the extra waste paper to come from? The industry has long established collection procedures which have left just one gap—the collection of



Linde H50D fork lift trucks handling reels of paper imported from Sweden after arrival at the port of Blyth in Northumberland.

domestic waste paper. This is something that the local authorities must deal with either by collecting themselves or encouraging other organisations to do so by co-operating on the collection.

The first suggestion of a stock support scheme—under which waste paper would be stockpiled in the bad times for use when demand picked up—came from the industry in 1973. The idea was that the Government would help the industry take stock above the level that physical and financial limitations imposed in normal circumstances.

The proposals were considered by the advisory group on waste recycling and gained its support. That support has been continued through the Waste Management Advisory Council. When the WMAC produced its first annual report (on recycled paper, of course) in January it expressed "strong support" for the stock support scheme and said the Government should help with setting-up costs.

It pointed out that the extra 1.1m. tonnes of waste paper the industry expected to use as raw material by the 1980s would save the U.K. £100m. on the import bill (at 1975 prices) and that this could be achieved with present technology.

Although waste paper was not a complete alternative to wood pulp in paper and board production it could be substituted, especially in a range of lower-grade products, it added. "An increase in the proportion at present used could be achieved within existing technology and research and development could increase it still further," the WMAC pointed out. It recommended a £3m. programme of research and development in which the industry, Government and academics would all play their part. It would concentrate on such things as de-inking, up-grading waste paper and better cleaning.

The Government also had to cope with pressure from the

unions which also want a stock support scheme. The Society of Graphical and Allied Trades, the major union in paper-making, has its own campaign as it estimates some 20,000 jobs have been lost in the U.K. because the Scandinavian pulp producers are insisting on doing more and more of the processing themselves before exporting.

Scheme

However, although the Government is expected within the next few weeks to announce a financial aid scheme for the paper producers, the industry's understanding is that there will be no stock support element in it. Officially, the Department of Industry explanation is that the money would be better spent encouraging the industry to provide itself with the equipment which would be able to treat more waste paper and make it

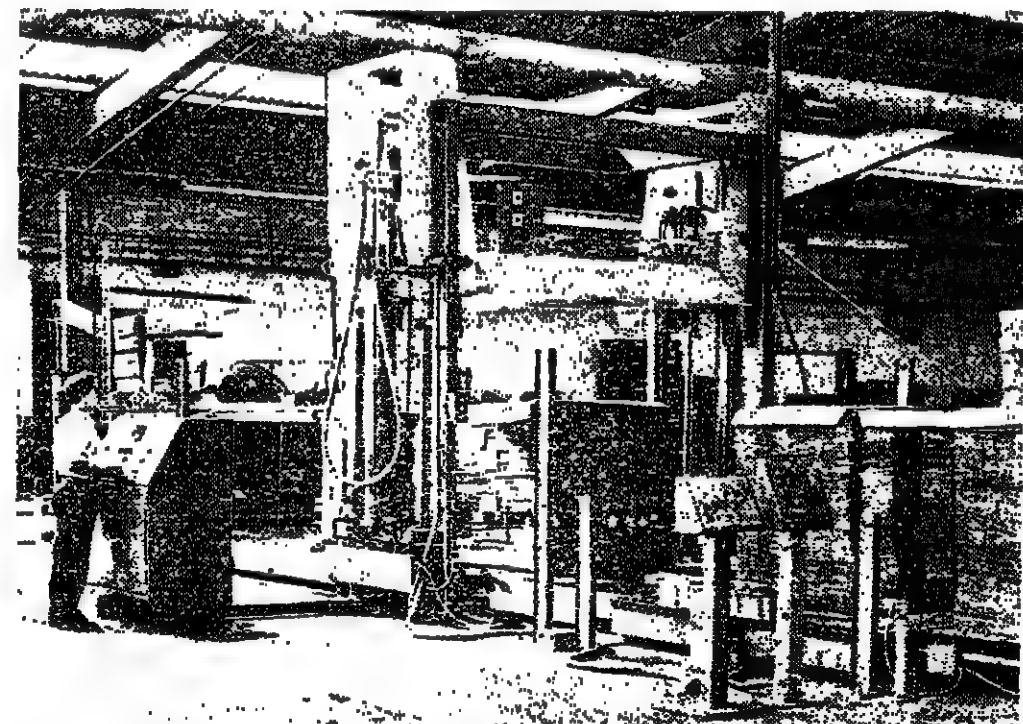
suitable for use. Money would also be provided for the buildings to house the stock.

There is no doubt that the industry is thankful that it is to be the subject of a selective investment grant scheme. Up to £23m. is to be made available, roughly £10m. in grants towards new plant using indigenous raw material and £10m. for working capital and stocks in combination with the new plant. There is also to be a provision of £3m. for new schemes in the use of waste paper.

But some people feel that, although the scheme might stimulate demand for waste paper and its use as a raw material, this will only make matters worse when the fluctuations in demand hit the industry.

The Government's big constraint seems to be the attitude of the Common Market Commission to stock building schemes which have State aid and support. It was for this

Kenneth Gooding



The Gerrard Versatiser cross-strapping system in use at International Paper Container factory at Winsford, Cheshire.

Materials

CONTINUED FROM PREVIOUS PAGE

material and by fertilising, cultivating special species and planned afforestation the world-wide supply of wood is being steadily increased. On the other hand, since the demand for wood is not expected by Dr. Gorsler to increase significantly, due to smaller rates of growth in paper consumption and for the house building sector, no long term shortage of wood supply is now envisaged. Apart from that, he added at a recent CEPAC meeting, an increase in the present waste paper recycling rate from 28 per cent. by only 1 per cent. would decrease the virgin fibre demand in Europe by 400,000 tons a year.

He also sees an increase in the vertical integration of raw material production, particularly with chemical pulp, as the integration is practically complete for mechanical pulp. This will lead, he believes, to a high concentration of enterprises making papers with a very high content of chemical pulp. As the integration of these two capital intensive industry sectors—chemical pulp and paper—makes full capacity utilisation essential, these integrated producers are expected to penetrate more and more the lower tonnage specialty grades, resulting in a growth in competition.

The views of Mr. Tom Corrigan, chairman of Inveresk and president of the British Paper and Board Industry Federation, are rather less optimistic, although his may be longer term. He suggests that it will be a long time before quick-growing timber from areas such as South America, Central Africa, and the Far East is used to any considerable extent. He points to the inescapable problems of politics, organisation and extraction which may cause delays. Furthermore, exploitation of these areas is likely to prove expensive because of the need to provide the infrastruc-

ture of roads, railways, ports and so on.

Confirming the views of the Swedish authorities, he believes that greater use of existing organised forest resources should not be underrated, suggesting that better use of chemical fertilisers, better use of the tree and other methods will produce significant increases in supply. We should not forget, he adds, that until quite recently hardwoods were not regarded as suitable for wood pulp.

On a note of caution, Mr. Corrigan suggests that while there are basic paper industries in developing countries, there was still a great dependence on imported materials from the developed world. But as the emerging countries progress it seemed likely that they would seek to develop their own indigenous paper industries.

Was it conceivable, he suggested, that in the future some of those forest-endowed areas could become large and important suppliers to Europe, Japan and even the U.S.? And could there occur, at some distant future date, a crisis in the supply of pulp and paper similar to the oil crisis?

Lorne Barling

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مكتبة النجف

Equities and gilt-edged consolidate recent advance

	March 20	March 21	March 22	March 23	March 24
Government securities	82.25	81.77	81.25	81.25	80.93
Fixed Interest	68.74	67.89	67.51	67.32	67.22
Industrial Ordinary	406.2	408.1	399.1	391.3	394.3
Gold Mining	170.4	175.5	173.4	179.0	185.0
Oil, Div. Yield %	5.12	5.25	5.17	5.26	5.24
Earnings 'td 5 realties	15.16	16.19	16.28	15.56	15.44
Pkf Ratio net to div	9.55	9.65	9.80	9.54	9.50
Dealings worked	7,076	6,000	6,556	7,763	5,778
Equity turnover %	89.21	86.55	85.25	88.21	84.72
Equity bargain vol.	17,065	16,150	15,495	16,319	15,587

10 a.m. 487.2 11 a.m. 487.3 Noon 487.3 1 p.m. 487.2
2 p.m. 487.3 3 p.m. 487.4

Latest news 4:35 p.m.
Basis: 100 Gov. Secs. 100 Ind. 100 Fixed Inv. 100 Div. 100

© N.U. 1972

HIGHS AND LOWS				S.E. ACT:	
1966		Stone Completion		Mar 66	
High	Low	High	Low		
Geol. Secs.	54/51	54/70	54/71	54/70	176
	54/10	54/70	54/70	54/70	176
Plant lat.	54/50	54/50	54/50	54/50	97
	54/70	54/70	54/70	54/70	141
Sp. Ord.	54/70	54/70	54/70	54/70	141
	54/70	54/70	54/70	54/70	141
Gold Mines	54/50	54/50	54/50	54/50	157
	54/50	54/50	54/50	54/50	157

Buyers continued to be interested in Carpets International which improved 2 points to 1700, for a two-day gain of 3; the results are due April 14. Else-

both 5 lower at 235 respectively while 237.

Platinum were up 10 points to 1410.

where in Textiles, Molasses added
like amount to 60¢ and Hicking-
town about 70¢. The latter was
driven after firm start. Countdown
afterward failed to close 3 down on
the day at 14½. RKT, 43½, held
steady in front of to-day's specu-
lation. Sugar advanced 1½¢ to 49½.
and Imps a penny better at 77½.
Rat 2 off at 388½.

Rubbers continued to edge for-
ward in their range. Guttafer-
ra rose to 180½ and Kuxia
mamparapoupe hardened 1½
to 50½.

Tinny were made with the notable ex-
aggerated Tin advance of 40¢.
The strength of the metal was a
but subsequently fall-
low on balance at 3.
better than at the current
prices, but break-even
the recent wage increas-

Kisewhere, Muchinsin,
8500 on: considerate
chairman's cautious re-

Gold mixed

South African Gold shares presented a mixed appearance with selective U.S. buying of certain issues, despite the fall in the bullion price, finally being outweighed by Cape and local offerings. The Gold Mines Index was a point down at 170.6 and bullion closed 75 cents lower at \$133 per ounce.

Hull hands more cargo

CARGOES HANDLED—
of Hull so far this
year risen by 30,000 tonnes

These indices are the joint compilation of the Financial Times, The Institute of Actuaries and the Faculty of Actuaries

received 23 to a 1875-76 low of 8,000 to 28,000.
 21525 and Lbanston retained 20 to 45sp.
 South African based financials mirrored Golds. Anglo American fell 5 to 25sp but Anglo-Vaal rose 25 to 825p.
 In Coppers, Botswana's RST dropped 12 to 45p on considerations of the parious financial position. Mexicana and MCM were

NEW HIGHS AND LOWS FOR 1975/76
 The following selections (names in parentheses) show the highest and lowest prices attained New Highs and Lows for 1975/76

NEW HIGHS (53)
 BRITISH FUELS (2)
 Electric: 1975/76 Fueling Sales 74-80
 CANADIAN PACIFIC (1)
 GLC 88p 1975/76 GLC 74p 1977
 IFC 106c 78-79 Ultramar 78p 72-78
 Carter Corp. 78-79
 Cullin Corp. 78-79
 CHEMICALS (1)
 Starke Bros
 ELECTRICALS (1)
 Acute Electric
 Boverston
 British Electric
 Ash & Ley
 Adams
 Boverston
 FOOD (2)
 Banks (Sainsbury)
 Haverston
 British Food
 Brinktons (M&G)
 Courston
 Lead Foods
 Courston
 Mervall Chain
 INDUSTRIAL (2)
 Heston (C. S.)
 Quick (H. J.)
 Collins (William)
 Bernrose
 Jacobs (J. J.)
 Pinner Group
 Bright (John)
 Textiles (4)
 Denson Internat.
 BASE LENS
 RATES
 Allied Irish Banks
 American Express
 Anglo-Portuguese
 Henry Ansbacher
 Banco de Bilbao
 Banco de Jerez
 Bank of Cyprus
 Bank of N.S.W.
 Banque du Rhone
 Barclays Bank
 Barnett, Channing
 Barmat Holdings
 Brit. Bank of Mid.
 Brown Shipley
 Canada Permanent
 Cayan. Bowater Co
 Cedar Holdings
 Charterhouse Japan
 C. E. Coates
 Consolidated Cred
 Co-operative Bank
 Caribbean Securit
 Credit Lyonnais
 G. R. Dawes
 Dufford Brothers
 Duncan Lawrie
 English Transcont
 First London Secs
 Anglo Gibbs
 Godde Durrell Trn
 Goodwin Guan
 Grylls Lux. Pan

"Calls" were dealt in S. Premier Cons., De Beers, Dunlop, Osborn, Nitro, Premier Cons., Loupho and J. H. Daniels.

Instrumentals	Guardian	20	Spillers	5	Shelf	25
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Burke & Bank	22	100	21	Water	40	Anglo Amer	50
Bloomington	24	100	7	W. Dempsey	10	Union Loan	10
Bank of Amer	12	100	14	Wicks	15	Wash. Bldg	6

1941-1942	1943-1944	1945-1946	1947-1948	1949-1950	1951-1952	1953-1954	1955-1956	1957-1958	1959-1960	1961-1962	1963-1964	1965-1966	1967-1968	1969-1970	1971-1972	1973-1974	1975-1976	1977-1978	1979-1980	1981-1982	1983-1984	1985-1986	1987-1988	1989-1990	1991-1992	1993-1994	1995-1996	1997-1998	1999-2000	2001-2002	2003-2004	2005-2006	2007-2008	2009-2010	2011-2012	2013-2014	2015-2016	2017-2018	2019-2020	2021-2022	2023-2024	2025-2026	2027-2028	2029-2030	2031-2032	2033-2034	2035-2036	2037-2038	2039-2040	2041-2042	2043-2044	2045-2046	2047-2048	2049-2050	2051-2052	2053-2054	2055-2056	2057-2058	2059-2060	2061-2062	2063-2064	2065-2066	2067-2068	2069-2070	2071-2072	2073-2074	2075-2076	2077-2078	2079-2080	2081-2082	2083-2084	2085-2086	2087-2088	2089-2090	2091-2092	2093-2094	2095-2096	2097-2098	2099-2100	2101-2102	2103-2104	2105-2106	2107-2108	2109-2110	2111-2112	2113-2114	2115-2116	2117-2118	2119-2120	2121-2122	2123-2124	2125-2126	2127-2128	2129-2130	2131-2132	2133-2134	2135-2136	2137-2138	2139-2140	2141-2142	2143-2144	2145-2146	2147-2148	2149-2150	2151-2152	2153-2154	2155-2156	2157-2158	2159-2160	2161-2162	2163-2164	2165-2166	2167-2168	2169-2170	2171-2172	2173-2174	2175-2176	2177-2178	2179-2180	2181-2182	2183-2184	2185-2186	2187-2188	2189-2190	2191-2192	2193-2194	2195-2196	2197-2198	2199-2200	2201-2202	2203-2204	2205-2206	2207-2208	2209-2210	2211-2212	2213-2214	2215-2216	2217-2218	2219-2220	2221-2222	2223-2224	2225-2226	2227-2228	2229-2230	2231-2232	2233-2234	2235-2236	2237-2238	2239-2240	2241-2242	2243-2244	2245-2246	2247-2248	2249-2250	2251-2252	2253-2254	2255-2256	2257-2258	2259-2260	2261-2262	2263-2264	2265-2266	2267-2268	2269-2270	2271-2272	2273-2274	2275-2276	2277-2278	2279-2280	2281-2282	2283-2284	2285-2286	2287-2288	2289-2290	2291-2292	2293-2294	2295-2296	2297-2298	2299-2300	2301-2302	2303-2304	2305-2306	2307-2308	2309-2310	2311-2312	2313-2314	2315-2316	2317-2318	2319-2320	2321-2322	2323-2324	2325-2326	2327-2328	2329-2330	2331-2332	2333-2334	2335-2336	2337-2338	2339-2340	2341-2342	2343-2344	2345-2346	2347-2348	2349-2350	2351-2352	2353-2354	2355-2356	2357-2358	2359-2360	2361-2362	2363-2364	2365-2366	2367-2368	2369-2370	2371-2372	2373-2374	2375-2376	2377-2378	2379-2380	2381-2382	2383-2384	2385-2386	2387-2388	2389-2390	2391-2392	2393-2394	2395-2396	2397-2398	2399-2400	2401-2402	2403-2404	2405-2406	2407-2408	2409-2410	2411-2412	2413-2414	2415-2416	2417-2418	2419-2420	2421-2422	2423-2424	2425-2426	2427-2428	2429-2430	2431-2432	2433-2434	2435-2436	2437-2438	2439-2440	2441-2442	2443-2444	2445-2446	2447-2448	2449-2450	2451-2452	2453-2454	2455-2456	2457-2458	2459-2460	2461-2462	2463-2464	2465-2466	2467-2468	2469-2470	2471-2472	2473-2474	2475-2476	2477-2478	2479-2480	2481-2482	2483-2484	2485-
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Diallers.....	18	Val West Bank	20	Landline.....	18	Loraine.....	55
Dunkin'.....	7 1/2	"Dn" Warrant	10	MEPC.....	10	Phonon.....	55
Eagle Star.....	18	P & O Dfd.....	11	Powder.....	4 1/2	Pres. Steril.....	200

Grand Mat.	7	Reed Int'l.	28	Brit. Petroleum	40	Western Mfg.	18
U.S. S.	17	Standard Oil	41	General Mfg.	7		

MONEY MARKET

M I 1 0

Bank of England Minimum a net take up of Treasury bills

There was a shortage of day-

authorities intervened on a moderate scale, by buying both

[illegible]

Overnight	-	\$ 10	-	-	\$ 10
3 days notice	-	-	\$ 14-8 1/2	-	-
7 days or	-	-	-	-	-

Three months	87.8 ₄	87.8 ₄	87.8 ₄	94.8 ₄	84.8 ₄	—
vs monthly	91.8 ₄	87.8 ₄	87.8 ₄	91.8 ₄	84.8 ₄	—

*Local authority and finance houses seven days' notice. Others seven days' notice.
rate nominally three years 12-15% net cost; four years 15-17% net cost; five years 17-20% net cost.

Finance House Base Rate (published by the Finance Houses Association), 11

1. *Journal of the American Medical Association*, 277, 1996, 1033-1037.

... ..

0121

NEW LOWS (9)

BUILDINGS (1)
 Ireland (1) 101 1/2
ENGINEERING (1)
 Central Wales (1) 101 1/2
INDUSTRIALS (1)
 Warren James (1) 101 1/2
SOUTH AFRICANS (1)
 Anglo Transvaal (1) 101 1/2
1991-92
 Burchell & Co. (1) 101 1/2
MINES (1)
 Carcol (1) 101 1/2
OVERSEAS TRADERS (1)
 Westoverast (1) 101 1/2
 Western Areas (1) 101 1/2

RISES AND FALLS YESTERDAY

	Up	Down	Same
Bonds	45	—	M
Domestic	—	—	—
Foreign	22	1	40
Industrial	253	1	1,382
Financial and Prep.	222	45	240
Gills	10	5	17
Plantations	12	2	32
Mines	29	25	82
Recent Issues	29	25	82
Totals	708	259	2,113

starting, and rates remained firm close and between 8 per cent and 9 1/2 per cent. In the interbank market overnight loans commanded 8 1/4 per cent in the early part, and after easing to 8 1/4 per cent, hardened at the close to 9 1/2 per cent. Short term period interest rates remained steady on balance.

Rates in the table below are nominal. In some cases.

Three-month deposit	Treasury bills @	Bank @	Fixed rate bills @
8.5%	—	—	—
8.5%	—	—	—
8 1/2	8 1/2	8 1/2-8 1/2	8 1/2-9
8 1/2	8 1/2-8 1/2	8 1/2-8 1/2	8 1/2-9
8 1/2	8 1/2-8 1/2	8 1/2-8 1/2	8 1/2-9 1/2

INSURANCE RATES

Atlantic Assurance
 Cannon Assurance
 Address shown under 1 Property Bond table.

CORAL INDEX

Close 406.41

I.G. INDEX

GOLD 131.14

AUTHORISED UNIT TRUSTS

[illegible]

INSURANCE, PROPERTY, BONDS

[illegible]

DD PRICE MOVEMENTS

	Mar. 25	Week ago	Month ago
A.1 per ton	\$40	\$40	1.030
A.1 per cwt	4.00	4.00	.980
acial per ton	\$10	\$10	\$30
A.1 per ton		\$50	\$30
A.1 per ton	\$50		
20 lbs	\$65-\$68	\$65-\$71	\$65-\$71
per cwt	45.30-47.77	45.30-47.77	45.30-47.47
ailed per cwt	51.27-53.25	49.75-52.75	47.43-49.31
cheddars, white			1.002.25
as per tonne			886.5
tonne	\$88.5	\$86.5	
od. Standard	3.40-3.50	3.30-3.40	3.15-3.20
Large	3.45-3.50	3.40-3.50	3.20-3.30
March 25	Week ago	Month ago	
p	p	p	p
per pound	per pound	per pound	
illed sides:			
RCF	35.0-41.0	35.0-41.0	35.0-39.0
quarters	29.0-31.0	29.0-32.0	29.0-30.0
to chilled rumper			
	35.0-44.0	35.0-43.0	34.0-38.0
pkgs	31.5-34.0	31.0-33.5	30.0-33.0
weights)	33.0-38.0	32.5-37.5	28.5-30.0
ewer	18.0-24.0	18.0-24.0	18.0-26.0
chickens	22.5-26.5	22.0-25.5	21.5-27.0
egg exchange	price per	120 eggs	Delivered
March 23-31			

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OFFSHORE AND OVERSEAS FUNDS

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Albany Fund Management Co. Ltd. P.O. Box 150, Hamilton, Bermuda Chert. Fund Int. 100.0 100.0 NAV Mar. 21 100.0 100.0	Delta Group P.O. Box 2012, Nassau, Bahamas Delta Int'l Bond 100.0 100.0 NAV Mar. 21 100.0 100.0	Hamshaw (Guernsey) Limited P.O. Box 137, St. Peter, Guernsey Int'l Bond Fund 100.0 100.0 NAV Mar. 21 100.0 100.0	Kleinwort Benson Ltd. Agts. 30 Fenchurch St. E.C.3 Barings, Ltd. F. 100.0 100.0 NAV Mar. 21 100.0 100.0	Old Court Fund Mgrs. Ltd. P.O. Box 15, Jostons Ck, Guernsey Chert. Fund Int. 100.0 100.0 NAV Mar. 21 100.0 100.0	Tokyo Pacific Holdings N.V. Innards Management Co. N.V., Curacao Tokyo Pacific Hldgs. (Seaboard) N.V. Initials Management Co. N.V., Curacao NAV Mar. 21 100.0 100.0
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NOTES

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MINES—Continued[illegible]

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Franjeh flees from his palace

BY HANAN HAJAZI

BEIRUT, March 25.

LEBANON appears to be heading for partition. To-day, left-wing and Muslim forces declared a full-scale military offensive. This prompted their Christian opponents to call a full mobilisation.

President Suleiman Franjeh was forced to leave his palace at Baabda, on the outskirts of Beirut, by heavy shelling, and moved to the port of Jounieh, main stronghold of his Maronite Christian community, some 12 miles north of the capital.

With Mr. Franjeh installed in the last major town in Christian hands, and with Brigadier Aziz al-Abdab, and the leader of the attempted coup of March 13 and self-styled military governor of Lebanon, based at the military barracks in Beirut, the two communities appear to have polarised completely and the effective partition of Lebanon may be only hours away.

Syria, whose imposed settlement has totally collapsed, has been holding intensive talks with other Arab leaders in the past 48 hours. Though direct intervention still seems unlikely, a major new initiative will have to be launched if Lebanon is to be pulled back from complete disintegration.

The Presidential palace, on a hill overlooking Beirut, came under fire last night and this morning. Mr. Franjeh and members of his family moved out after their living quarters and reception lounge were hit by shells, which caused damage but no casualties.

'Exaggerated'

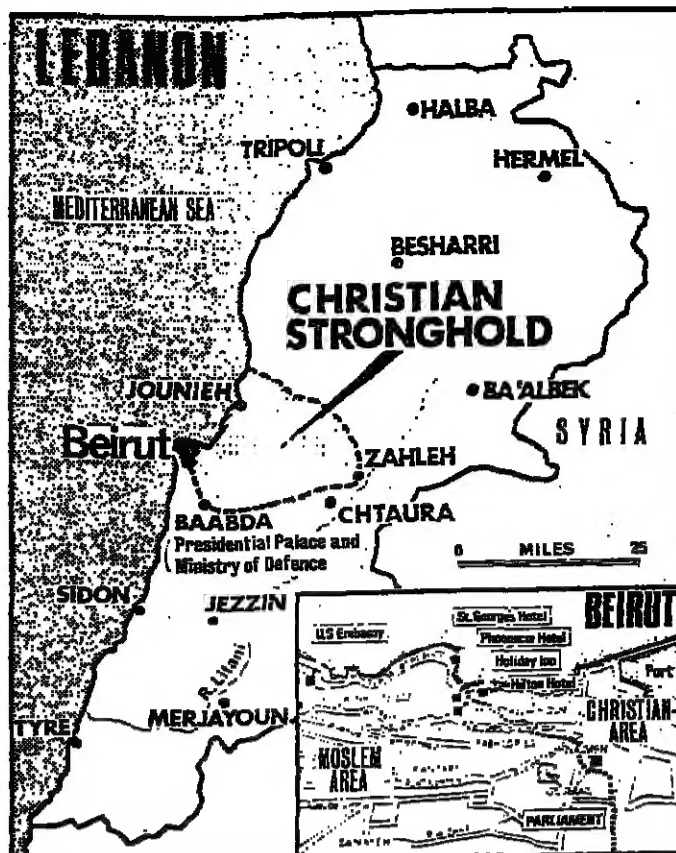
Mr. Franjeh set up temporary headquarters at the City Hall outside Jounieh. The official explanation was that due to disruption of communications the Presidential office could no longer operate from Baabda. The statement was intended to emphasise that Mr. Franjeh was still determined not to resign under military or political pressure. Nonetheless, his move has demoralised his Christian supporters. One remarked here to-day: "The dam is bursting. People in the main Christian quarters of Achrafieh were reported to have started to move out of their homes to follow Mr. Franjeh to Jounieh. After the second consecutive night of

shelling inhabitants were reported to be trying to get boats to take them to Cyprus.

Right-wing Christian sources described the rumours of a Christian panic as exaggerated. However, no sooner had Mr. Franjeh left the Presidential palace than Mr. Pierre Gemayel, the leader of the Phalangist Party, the chief political and paramilitary Christian organisation, issued an impassioned appeal for support.

Speaking on the Phalangist radio he called on all able-bodied men and women, and soldiers of all ranks, to report to the nearest barracks "so you may save your homeland before it is too late."

He added: "Our economy is collapsing and our land is occupied. Disaster has spread its wings over our cities, mountains and valleys. How many men the Right-wing Christians have succeeded in mobilising is unknown. At present, they are outnumbered by the Left and the Muslims, who have stepped up the pressure in Beirut and on the mountains. A fierce battle was under way today at the town of al-Metel, one part of which is controlled by Druze leader Mr. Kamal Jumblatt, and the rest by Christians.



The firmness of the stock market in the past few days, consolidated—if not improved—yesterday, shows that the City has almost ruled out the possibility of a Left-wing Prime Minister. Last night's poll result does not call for any major reassessment, though Mr. Foot is likely to emerge with a strengthened position in the new Government. The market can turn its attention to more mundane factors, such as the chance of a new short gilts-edged tap to-day.

J. Lyons

As a possible solution to Lyons' overbearing problems a rights issue has always looked inadequate, and so it turns out in the event—although at least it has brought about the enfranchisement of the "A" shares. Even on the very heavy one-for-three basis at 105p, a 27 per cent discount on Wednesday night's price—the issue pulls in just £10.5m. compared with total debt of £236m. at the end of February. The ratio of debt to shareholders' funds is reduced only from 187 to 165 per cent.

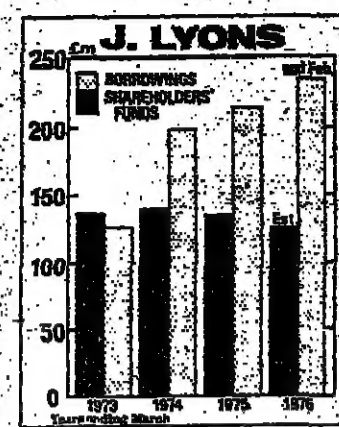
Lyons will have to mount the major attack on its debt mountain through a more active disposal policy. The directors make a special point of the need to reduce foreign currency debt, currently over £100m. A proportion of this—something less than half—has been absorbed in U.K. assets, leading to a damaging exposure to exchange rate movements, and putting pressure on the group's equity base.

The profits forecast for the current year is much in line with expectations. Pre-tax profits (after approaching £20m. of interest) will be at least £10m. against £8.6m. but the exceptional items will swing round from plus £2.6m. to a loss of £2.5m. Moreover the predominance of overseas profits will lead to a high tax charge (despite a nil liability in the U.K.). Disregarding exceptional items, earnings would be 12p, giving a p/e of just over 10 at 133p (down 11p) but including the exceptional losses, mostly relating to spending on the new Carlton cake bakery, there will be under 4p a share of earnings.

Even this earnings residual would disappear if interest on a further improvement likely of an extra 30p Carlton were not being capitalised.

This rights issue hardly changes Lyons' status, as highly geared speculative situa-

Index rose 0.2 to 406.3



rights issue process momentum here maintained and a so gain of 42 per cent. ber allows a further of this business. The shares rose 6 to 140p, where it 6.1 per cent. The of the figures for the sector is that of the predominant branch, companies rather better than the sector as a whole a live performance dull share price re last few months. See also Page

Lucas Volume growth, more than an eight outside the U.K., Lucas with profits a tax for the six January, 1976. Th with just £13m. a £18.2m. after red of £21m. in the 1974-75. But Lucas' last year always ig distorted, and the no means slowing 1975-76. Overall, top 547m. for ear the 33p mark, ag price up a fifth this On this basis the yield of 3.9 per ce covered more than Industrial equi are going to rise t so from last year's against perhaps £4. But the hard res dominant, vehicle divisions are holdi ably well. Europ cent, up for the six overseas volume s 15 per cent. Th the increase in value of invest- volume growth a perhaps as much a reflecting the cont life liabilities at a lower rate of in diesel equipm interest the transfer to profits electrical sales at can increase again. Even after but Lucas' rector allowing for a recovery from year's streamlin the £500,000 drop in 1974, the theless led to a £1.33p increase in transfer to profits. The first phase diesel capacity in be introduced in six months, and to go towards dividends of 7.5p, proving with underwriting fits should be 3p. Even this earnings residual would disappear if interest on a further improvement likely of an extra 30p Carlton were not being capitalised.

This rights issue hardly changes Lyons' status, as highly geared speculative situa-

No early end likely to Price Code curbs

BY ELINOR GOODMAN, CONSUMER AFFAIRS CORRESPONDENT

COMPANIES WILL probably have to continue to apply for price increases after the Government amends its prices legislation in the summer.

This is despite strong pressure from industry to abandon the whole aspect of advance notifications in the Price Code and to restrict supervision to simple profit margin ceilings.

No decision has yet been taken on the framework of any new control. The Government has not even decided whether the present code should be retained in some modified form.

But the indications from Whitehall are that if the existing code is used as a basis for renegotiation, then the political pressures on the Government will not allow it to abolish the present system, whereby companies have to apply in advance to the Price Commission for individual price increases.

At present companies are controlled in two ways. Individual price rises have to be justified to the commission on the basis of increased costs, while net profit margins have to be kept within specified limits, based on a company's past profit performance.

Profit control

The CBI is to ask Mrs. Shirley Williams, Secretary for Prices, at a meeting on Monday to drop that part of the code requiring companies to justify price increases in advance.

Instead, it wants a simple profit margin control based on more generous profit ceilings than the present code allows—a proposal endorsed yesterday by the Hundred Group, a group of chartered accountants.

For its part, the Government now seems to accept that prices will have to be allowed to rise more freely if investment is to be stimulated. This means that unless it comes up with some completely new framework for controlling

prices—and, as yet it has not evolved any viable alternative—it is likely to consider easing both the present allowable cost ceiling and the profit ceilings.

This could be done in a number of ways. The profit ceilings could be raised in the ways suggested by the CBI—by increasing the present investment relief clauses in the code, allowing a larger provision for depreciation or excluding stock appreciation for calculating profits under the code.

Deduction

Allowable costs could be similarly relaxed, while still making companies pre-notify increases to the commission. The productivity deduction, for example, which prevents most companies passing on more than 80 per cent of their increased wage costs in higher prices, could either be relaxed or abolished.

A more radical relaxation would be to base allowable costs on costs per unit of input rather than, as at present, on units of output. The system of justifying increases on units of output means that any savings achieved by a company in the use of labour or materials, or by increasing output, must be passed on to the consumer rather than retained as profit.

The Government could also allow companies to include cost in their price applications which are not allowable at present—advertising, for example. It could also apply some of the CBI's proposals for easing the margin controls to the allowable cost rules. A proportion of any future investment can already be passed on in higher prices, and this proportion could be increased.

But even if the Government were to be more generous over allowable costs, it seems unlikely it would allow companies to increase their margins on a particular product by passing on any more than the higher costs which have accrued since the last price rise.

Editorial Comment: Page 20

South Africa withdraws Angola troops to-morrow

BY OUR FOREIGN STAFF

MR. P. V. BOTHA, the South African Defence Minister, has told parliament in Cape Town that all South African troops will be pulled out of Angola by to-morrow.

This confirmation of the withdrawal, which was foreshadowed in a speech by Mr. John Vorster, the Prime Minister, last Sunday, follows what Mr. Botha called clarification from the Angolan Government in Luanda of assurances over the security of the South African-leased irrigation and power projects on the Cunene River and close to the border with Namibia (South-West Africa), which was relayed to the South African Government through Dr. Kurt Waldheim, the Secretary General of the United Nations.

Extra assurances about the security of the project also appeared to have been given by Mr. Andrei Gromyko, the Soviet Foreign Minister, who was in London until yesterday. Shortly before Mr. Botha's announcement, he confirmed in London that a deal "was in the making" though he refused further comment.

The British Foreign Office later said it had set up a channel of communication, but it too refused to say what messages had been passed.

Mr. Gromyko went on to say that the Soviet Union was not involved in either Namibia or Rhodesia, and that frequent re-

ports to this effect were "fairly tales." However, he refused to comment on the activities of the Cuban troops which played a decisive role in the MPLA victory, and there were no indications about what, if anything, the Russian assurances said of the troops' plans once their assignment in Angola was over.

Mr. Harold Wilson, the Prime Minister, who met Mr. Gromyko earlier in the week, told the House of Commons that "a new and extremely serious" situation would arise if Cuban forces were to intervene in any other territory in Southern Africa.

The South African move is seen as a necessary step towards full recognition of the MPLA regime in Angola, although diplomats observe that they do not think that is imminent.

Resolved

Diplomatic sources say that following talks between representatives of the MPLA, Russia and Britain, the MPLA agreed that the hydro-electric projects financed largely by South Africa at Caluque some 15 miles inside Angola and at the Ruacana Falls which are right on the border with Namibia would not be damaged or interfered with.

The South African Government, however, fearing a power vacuum wanted more specific promises which were apparently received through Dr. Waldheim yesterday.

By resolving this question of the Cunene River projects, South

Africa may have staved off a potentially embarrassing diplomatic situation. It was not known in Johannesburg whether the planned debate on South African involvement in Angola would go ahead, but observers felt that by publicly promising to withdraw totally from Angola and by taking groups of journalists to Caluque to prove the fact, the Government has somewhat outmanoeuvred Angola's supporters within the UN.

One diplomatic observer even went so far as to suggest that if there is a debate it could focus instead on the role of the Cubans, who did most of the heavy fighting for the MPLA in the recent three-sided civil war in the former Portuguese territory.

The security of the Cunene River projects was one of two main reasons South Africa kept troops in positions up to 50 kilometres inside Angola. The republic has committed something like £225m. to the projects. The dam at Caluque supplies a lot of the water for Ovambo-land, the territory adjacent to the Angolan border. The hydro-electric project at the Ruacana Falls, when finished, was expected to supply much of the power for the mines and industries in the south of Namibia. The projects which were started with Portuguese help were not expected to benefit Angola very much.

Lusaka summit ends Page 5

Full voting rights move by J. Lyons

By Keith Lewis

VOTING CONTROL of J. Lyons, the food and catering group, would pass from the hands of the Gluckstein and Salmon family interests under a proposal to give full voting rights to holders of the 29.55m. of "A" Ordinary shares. The announcement was made yesterday in conjunction with a rights issue to raise £10.5m. The underwriting of the fund raising was largely dependent on the enfranchisement proposals.

Lyons' move follows a similar voting reorganisation by Rank Organisation earlier this month and by Dixons Photographic in February.

There remains considerable pressure in the City on companies with a similar voting structure to enfranchise non-voting shares. Among the major groups outstanding are Great Universal Stores, Thorn Electrical Industries, Burton Group, Gestetner, Laing, Beaverbrook, Granada and Securicor.

Marks and Spencer enfranchised as long ago as 1968, and Sear's Holdings, headed by Sir Charles Clore, made the change in October, 1972.

Lyons Ordinary holders will be offered as compensation for loss of voting control one New Ordinary share for every £10 of Ordinary share held on March 17. Ordinary holders can opt for warrants on the basis of one warrant for every £2 of Ordinary. Each warrant entitles the holder to subscribe for one New Ordinary share between 1976 and 1986 at a price of 200p. Lyons "A" shares ended 11p lower last night at 133p.

Equity bank plan may soon be complete

BY MARGARET REID

LONG-DELAYED plans for setting up the City's controversial equity bank to finance companies unable to raise capital on the stock market may well be completed in two or three weeks.

There is a meeting on Monday of the working party which has been preparing the scheme, under which £50m. of starting capital would be put up by a range of institutions, including insurance companies, pension funds, investment trusts and unit trusts.

The project, headed by Mr. Ernest Bigland, chairman of the British Insurance Association, and including Sir Henry Benson, industrial adviser to the Bank of England, is expected to review the latest drafts of its report and the accompanying prospectus.

Indications are that it should then be near to putting the finishing touches to these long-discussed documents, which are expected to be circulated to institutions, and probably published soon afterwards.

Even then, the go-ahead will depend on final approval by the proposed participating institutions. Feeling among enthusiasts for the plan now, however, appears to be that it will proceed—probably with the planned £50m. of initial capital, rather than a somewhat smaller sum, which has sometimes been discussed.

Yesterday's statement also contained a profit projection for the year ending to-day. It is expected that the pre-tax figure, before exceptional items, will amount to £10m., compared with £6.64m. in the previous year. However, there is an exceptional debit of £2.5m. against a £2.6m. net credit in 1974-75.

The claim is contained in a memorandum presented to Mr. John Morris, the Secretary for

The project, conceived last summer as a means of filling equity bank to finance companies unable to raise capital on the stock market normally, has provoked substantial opposition.

A number of institutions, notably various Scottish insurance concerns, have raised extensive queries about the need for, and method of operation of, the proposed body. Some have lately registered their doubts publicly on the whole idea.

Changes

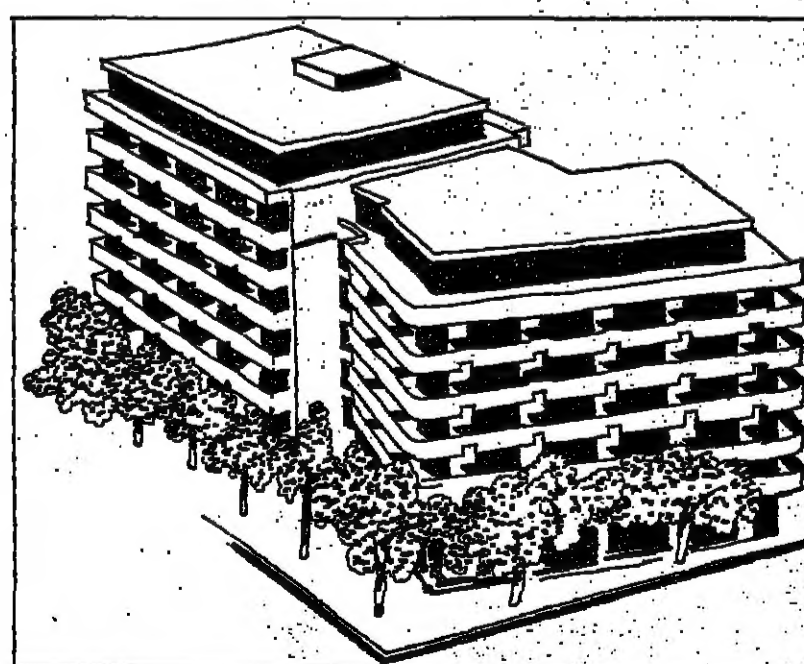
The working party appear to have produced certain changes in the original plans. The "support role" under which the equity bank—otherwise known as Equity Capital for Industry—would give some management backing to certain companies, has been more closely and narrowly defined.

Backing of this kind is now apparently only envisaged for companies potentially or actually taking funds from the equity bank and not for other concerns which might need expert help. The figure of £50m., originally seen as the ultimate size of the proposed institution, has also been dropped.

Lord Flounden, soon to retire as chairman of Tube Investments, has confirmed that he may accept the chairmanship of the equity bank.

Government of wasting millions of pounds in regional policies. In his criticism of the Government's present policies, Dr. Williams says they produced only 38,000 jobs instead of the 66,000 promised by the Labour Government between 1965 and 1970.

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